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City and County of San Francisco
Mayor's Proposed Budget
2001-2002



Willie L. Brown, Jr., Mayor

DESK



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City and County of San Francisco

Mayor's Proposed Budget 2001-2002

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GUIDE TO BUDGET DOCUMENTS

Mayor's Budget Summary 2001–2002

A document containing the Mayor's Budget Message and an overview, highlights, and tabular summary of the Mayor's budget for 2001–2002.

Mayor's Proposed Budget for 2001–2002

A document containing the above, plus a narrative description of each department—its mission and services, budget summary, and strategic issues. Departmental data also includes performance measures and a historical comparison of the department's total budget.

The Mayor's Proposed Budget also contains the Capital Budget: a listing of all capital projects funded in 2001–2002.

Consolidated Budget and Annual Appropriation Ordinance Fiscal Year Ending June 30, 2002

A document containing the sources of funds and their uses, detailed by department. This is the document that becomes the legal authority for the City to spend funds during the fiscal year.

To View These Documents . . .

Copies of these documents are distributed to all city libraries. They may also be viewed at the following City Hall locations:

- The Mayor's Office of Finance and Legislative Affairs
1 Dr. Carlton B. Goodlett Place, Room 288
Phone: 415/554-6114
- The Controller's Office
1 Dr. Carlton B. Goodlett Place, Room 316
Phone: 415/554-7500
- The Clerk of the Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 214
Phone: 415/554-5184

The Mayor's Budget may also be viewed at the City and County of San Francisco Mayor's Office Web site: sfgov.org/mayor.

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Mayor's Budget Message

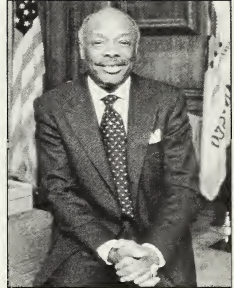


Dear Citizens of San Francisco:

I am pleased to present to you my 2001-2002 budget for the City and County of San Francisco.

Strong management

Through hard work, careful consideration and a measure of good fortune, this administration has managed to build and sustain one of the strongest economies of any city in the nation. Since I took office in 1996, we have been able to increase revenues without raising taxes, slash unemployment by more than half, jumpstart stalled projects and undertake new initiatives, grow our small business community, improve and expand city services, pay off outstanding debts, and plug gaps created by shrinking federal and state dollars. We have balanced every budget and maintained healthy reserves each year.



Moreover, as an acknowledgment of our sound fiscal management, Standard and Poor's has recently enhanced San Francisco's bond rating to "AA" - making us one of only three California cities to receive this imprimatur of solid financial standing. Our improved bond rating has practical benefits for every San Franciscan because it means we, the taxpayers, will save millions of dollars over the lives of new city-issued bonds.

Cloudy future

But as the economic forecast for California, and for the Bay Area, becomes a little cloudier, new challenges lay ahead. And just as strong leadership and sound fiscal management helped bring San Francisco out of the early-1990s doldrums, I intend to see that they guide us through the economic uncertainty of the next few years. A robust economy, cultivated and sustained by this administration, is what put San Francisco in its current position of strength; wise decision-making and foresight will keep us strong.

To that end, I am proposing a budget that not only addresses San Francisco's short-term needs, but taps the resources made available through five years of prosperity to ensure the City's long-term well-being. Having made significant progress in several long-neglected areas - such as public transportation, parks and libraries - in recent years, I am proposing a budget that is short on new hires and departmental budget enhancements, but long on capital improvements and community health solutions. In short, I want to invest in our future.

Power drain

One of the great challenges we face in this budget season - the 800-lb. gorilla threatening every city in the state of California - is one we didn't even see on the horizon a year ago: the energy crisis. Not only does the state's utility morass drain vital dollars away from the City's general fund (the City was forced to nearly triple its spending on power purchases last year, as a result of skyrocketing wholesale energy prices) but it threatens the comfort, safety and livelihoods of all San Francisco residents and businesses.

My proposed budget reflects this administration's determination to protect both city services and the interests of San Francisco consumers, by ratcheting up conservation efforts, securing long-term energy contracts and, if necessary, moving the city into the power business itself.

Bright ideas

In response to the energy crisis, this spring I issued a directive to all city departments to achieve a 15 percent reduction in power use. To facilitate this mandate, I have created an innovative new program called the Mayor's Energy Conservation Account (MECA). Capitalized at \$15 million and administered by Hetch Hetchy, MECA will fund and manage conservation-oriented capital projects throughout city-owned facilities, yielding dramatic energy and cost savings. The first program of its kind in the state, MECA is expected to save the city more than \$5 million a year in avoided energy costs, as well as conserve some 44 million kilowatt hours per year.

An early example of MECA's potential is a \$6 million program to replace 14,000 traffic lights, at 900 intersections across the city, with energy-saving light emitting diode (LED) technology. The traffic lights will consume 82 percent less electricity, are brighter and more visible, and last five times longer than conventional streetlights. The LED replacement program is expected to save the city \$4.1 million over the lifetime of the lights, and conserve 10 million kilowatt hours. And unlike traditional capital projects that can take years to design and implement, MECA projects are prioritized according to the speed with which they can be implemented - the 14,000 streetlights will be changed in less than two months.

Another way to protect San Francisco in the wake of California's utility deregulation debacle is to secure sources of power at reasonable costs. The short-term energy market is the most volatile and expensive, so it makes sense for San Francisco to look beyond the spot market and enter into long-term contracts that will address our needs for years to come, at a stable price. The City, with the Board of Supervisors' approval, has entered into a long-term purchase of power contract with Calpine Energy Services that will provide 50 megawatts per day for five years at an average price of \$80 per MW. This represents a 76 percent reduction in the city's current average daily energy spending. This contract substantially reduces the City's risk exposure to volatility in the wholesale power market; moreover, Calpine is a "green" power generator that uses alternative generation methods such as geothermal power, which is a renewable, non-polluting energy source.

We have hired new utility industry experts - including public power managers - and will assess PG&E's power system and other utility-related assets in and around San Francisco, to estimate their value and determine potential sources of reliable and affordable energy in the future. In the face of heavy personal and financial concerns, we will do everything possible to protect the people of San Francisco.

An abundant economy doesn't mean much, ultimately, unless the people of San Francisco are able to benefit from that prosperity and share in a happy, healthy community. That means they have access to

quality health care, affordable housing, clean streets and good schools, parks and libraries. It means earning a decent wage, keeping the electricity and gas on, and getting around town in a timely manner.

Healthy city

Much of my focus over the past five years has been on the health care needs of San Francisco, but my budget proposal this year represents this administration's most comprehensive foray into health care yet. I am committing an additional \$76 million to our public health system in San Francisco - some of it to cover the loss of millions of dollars in state and federal funding, some to expand on current, successful programs, and a good measure of it to fund vital new health care initiatives.



Building on the success of the Domestic Partners Benefits ordinance and the Living Wage ordinance, last month I introduced, and the Board approved, a measure that would extend health care benefits to thousands of uninsured San Franciscans working for businesses that contract with the city. The Healthcare Accountability Ordinance will add a new condition to the city's contracts requiring employers to either: provide health insurance to their employees, pay the City \$1.50 per employee-hour to the Department of Public Health to offset the cost of indigent health care or participate in a newly created city health benefits program.

The ordinance directs the DPH to establish a new health benefits program that will make insurance available for both workers covered under this ordinance and other uninsured city residents. My budget estimates that 16,050 uninsured workers will benefit from this ordinance in the next three years, and we've budgeted \$4 million to cover next year's costs of the new program.

The Health Care Accountability Ordinance is a big step toward implementing universal health care in San Francisco - my firm commitment to expanding health care coverage to all uninsured residents. But we won't stop there: I am also proposing another \$3 million to fund my Universal Health Care for Children program. This initiative, which will be administered through the San Francisco Health Plan, will provide health insurance to approximately 4,000 uninsured children in San Francisco - children in families with incomes within 300 percent of the poverty line. These San Francisco children currently do not have access to a doctor, or a dentist, whom they can go to on a regular basis - they ultimately rely on the City's public health system for emergency care, perhaps the least cost-effective manner of care. Access to health insurance will lead to better preventive care and a reduction in reliance on emergency care - in short, healthier San Francisco kids.

Our efforts to provide for the health care needs of San Francisco are the cornerstone of this proposed budget - for the first time, public health spending in San Francisco will amount to nearly \$1 billion. These efforts stem from the findings of the 1998 citizen's committee on universal health care, which found that 130,000 San Franciscans have no form of health insurance. Over the course of my tenure, I have systematically moved to close this 130,000-person gap - with new coverage for in-home health care workers, airport safety workers, and those covered by my two new health care initiatives, we are closing the gap. And I won't rest until every San Franciscan has access to quality health care.

Finally, my proposed budget calls for the hiring of 122 positions in the health department. There will be more than \$20 million in capital improvement projects at the Health department and \$4.9 million in new equipment purchases - including new infant incubators, infant ventilators, mammography units, MRI machines and state-of-the-art diagnostic and patient monitoring systems.

When I took office in 1996, 14 percent of our discretionary funds were spent on health care; that figure, if this budget is approved, will rise to 20 percent. I stand by this powerful commitment to health care - in the city of St. Francis, we must lead the way.

A place to call home

Although the changing economy has cooled the Bay Area's red-hot housing market some, we must continue to move aggressively to meet our city's housing needs. The creation and preservation of affordable housing has been, and will continue to be, a primary goal of my administration. Over the past five years, we've built or have in the pipeline more than 6,000 units of affordable housing - more than my three predecessors combined - but we will not rest on our laurels.

In the next year, more than \$205 million in affordable housing funding will be available. The Redevelopment Agency will spend \$52 million on new projects - \$18 million of it to preserve and rehab existing affordable housing units. Some \$50 million in funds generated by Proposition A, my 1996 Affordable Housing Bond, will create or preserve another 1,000 units of affordable housing. And special efforts will be made to address the needs of a specific community - senior citizens - to the tune of \$17 million.

For the most needy among us, we have dedicated millions of dollars to services for homeless men, women and children - but we're pairing those dollars with innovative approaches to case management, designed to transition people out of homelessness and into stable environments. Some of the career advocates are fighting us on this point; but this administration is committed to cleaning up the shelters, decentralizing homeless services, and providing counseling, job training and substance abuse treatment on demand. This year's budget will fully fund a new 154-bed family shelter, a new 100-bed shelter at Providence Baptist Church, ongoing services in 184 units of supportive housing and new drop-in services at the United Council Resource Center.

Infrastructure, infrastructure, infrastructure

Finally, my budget mantra this year is infrastructure, infrastructure, infrastructure! I believe it is the responsibility of any administration to improve and maintain a city's capital infrastructure - a responsibility that had gone long-neglected when I took office. My budget reflects a dramatic increase in the city's investment in its future capital needs. We will invest some \$601 million in constructing, repairing and improving our water system, neighborhood branch libraries, neighborhood parks, Laguna Honda Hospital, neighborhood health clinics and many, many other projects.



Moreover, I propose that we invest \$40 million in reserved funds on one-time capital and equipment improvements designed to reduce operating costs and increase efficiency, including \$9 million to replace antiquated equipment that hampers the delivery of city services. And, in a tradition established

by this administration, we will make these capital purchases with available funds, without incurring any debt, and save the city as much as \$3 million in debt service.

Another \$42 million will go toward two new city buildings - realizing about \$80 million in savings on expensive future leases. \$6 million will be invested in new computer systems to better serve citizens by facilitating improved communication and coordination among city departments. This includes \$4.1 million to continue implementation of the state-of-the-art Justice Tracking Information System (JUSTIS), which improves communication between law enforcement agencies and ensures that no one falls through law enforcement cracks. Battered women's advocates consider JUSTIS a vital tool in the effort to stem the tide of domestic violence.

Our capital investments will benefit neighborhoods handsomely. For example, we will spend \$5 million on improvements to DPH's Primary Health Care Centers; \$18.5 million to renovate, expand and begin construction on new neighborhood branch libraries; and \$28.4 million to renovate and expand neighborhood recreation centers and parks.

The big picture

To be sure, investing in San Francisco's infrastructure - its future - is a top priority of my 2001-2002 budget, as is addressing our health care needs. But I haven't forgotten our other needs - quality police, fire, transportation and other services. In spite of this volatile economic climate, we have crafted a budget that continues to deliver the services that San Franciscans expect and depend upon.

For example, this budget contains increases to the Municipal Railway's operating budget of \$44 million, with over \$294 million going to capital funding for Muni's fleet replacement, maintenance, fuel costs and central control. We've budgeted an extra \$1.1 million for the hiring of 170 new police officers. We've appropriated \$7 million for a new Juvenile Hall, to replace the existing, 50-year-old facility. We've set aside \$4.1 million for a new fish processing facility at Pier 45. And we're helping out the San Francisco Unified School District by dedicating \$2.5 million to athletic, arts and cultural programs for public schoolchildren.

These are just a few of the budget initiatives I am proposing; I urge you to carefully read through this document and examine its provisions for yourself. What you will find is this: I am proposing a 2001-2000 proposed budget of \$5.2 billion - \$2.4 billion in general fund dollars. The largest increases are for capital expenditures and public health costs. Only 132 of 465 new hires will be general fund employees (a less than 1 percent increase, the smallest of my tenure) and the majority of those are for Fire, Sheriff and Health departments. I have kept operational costs in city departments at bay, set aside a healthy reserve fund of \$30 million, and directed new funds toward capital projects that will secure San Francisco's future.

It has been a pleasure to work with the Board of Supervisors, department heads, community groups and concerned citizens in preparing this budget. Together, we have created a prosperous city that continues to be the envy of the world; I welcome your input in this budget process and trust that, together, we will create an even better future for our city.

Sincerely,



Willie L. Brown, Jr.

Mayor

Budget Overview

OVERVIEW OF THE PROPOSED BUDGET

The Local Economy and the 2001-2002 Budget

A changing economy

Over the past five years, the City and County of San Francisco has experienced extraordinary economic growth. The City's economic vitality created increases in population, new jobs, construction, and a very low unemployment rate. The City budget increased substantially during this period in order to meet the needs of a burgeoning population and a robust economy. Economic circumstances have begun to change, however. During the final six months of the 2000-2001 fiscal year, economic indicators pointed to slowing economic growth, both nationally and locally, and San Francisco has now begun to feel the effects of a softening economy.

Slowing, but stable long-term revenue growth is expected

The Joint Three-Year Budget Report, issued in March 2001 by the Mayor's Office, Board of Supervisors' Budget Analyst, and the Controller, projected slowing revenue growth for the City in coming years. The report indicates that as the economy cools, revenues will continue to increase, however not at the rate that has occurred in the past several years. For example, property tax revenue increased, on average, at a rate of 9.0 percent annually from 1998-1999 to 2000-2001. The estimated rate of increase for property tax revenue for 2001-2002 is 3.2 percent. Business taxes, likewise, increased 9.6 percent annually during the last three years, and the budget assumes a more moderate increase of 4.2 percent.

The Mayor's Proposed Budget for 2001-2002, therefore, contains these and other more moderate estimates of revenue growth. The Mayor assumes that such moderate growth will continue for the next four years. The overall average revenue growth assumed in the Mayor's 2001-2002 budget is 2.7 percent. This represents growth in the revenues that will actually be available for discretionary general fund programs. Other revenue sources, such as garage revenues or dedicated hotel tax revenues, will see greater increases. However, these sources cannot fund essential city services such as health clinics and street repair.

City expenditures in 2001-2002

The projected slowing in general fund revenue growth has served as a significant constraint to increases in discretionary general fund spending on programs and new positions. Overall, growth in general fund positions is less than 1.0 percent. Discretionary spending in the budget has increased by 7.5 percent. Over 50 percent of this growth results from increases in energy and labor costs. The Mayor's commitment to improving the City's public health system accounts for an additional 30 percent of the growth.

The overall budget has grown by approximately \$720 million, or 16 percent. Approximately \$388 million, or over 50 percent of this growth, is attributable to increased, one-time, capital expenditures, maintenance-saving equipment purchases and productivity-enhancing technology improvements. The Mayor's Proposed Budget includes capital investments in housing, renovation of branch libraries, improvement of neighborhood parks, the upgrade of the critical Hetch Hetchy Water System, and seismic upgrades to buildings throughout the City. In addition, the budget contains funding to purchase two new city buildings, saving the City \$84 million in rent over the next 30 years. By channeling any available funding this fiscal year into one-time costs, many that reduce future expenditures, the budget strives to reflect the realities of a slowing economy without compromising future levels of service to the residents of San Francisco.

The charts on the following pages outline generally where these expenditures occur in the Mayor's budget.

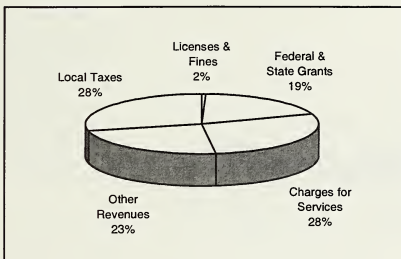
Focusing on mission and performance

Finally, the Mayor's 2001-2002 budget embodies a mission-driven focus for each department as required by the City's Charter and Administrative Code. Each department has identified its mission and shaped its budget to ensure that it provides the services outlined in its mission statement and goals. Mission-driven budgeting makes department budgets more responsive to the public and to policy makers and provides direction for enhanced service delivery.

In 2001-2002, for the first time, the Mayor's Proposed Budget includes performance budgets for three departments, the Board of Supervisors, the Department of Public Works and the Treasurer/Tax Collector. This new budget tool outlines departments' accomplishments for the previous fiscal year and establishes goals for the coming year. Each performance budget contains measures to help the departments and the public to judge from year to year whether or not the departments are meeting their stated goals. This performance budget project reflects the Mayor's commitment to ensuring that the budget process be as transparent and accessible as possible.

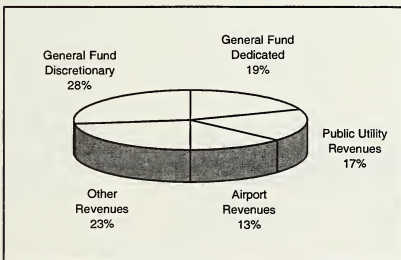
Budget Revenues

Revenues: \$5.2 Billion



Revenues total \$5.2 billion, of which 28 percent are tax revenues. The remaining 72 percent of city services are funded through federal and state grants, charges for specific purposes, and other revenues.

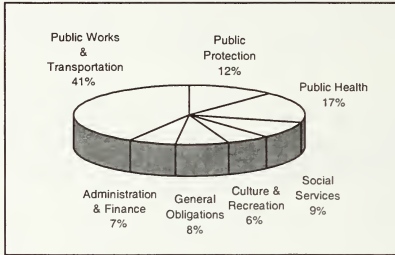
Discretionary Revenues: \$1.4 Billion



Discretionary revenue sources total \$1.4 billion, or 28 percent of total revenues. Remaining revenue sources are dedicated to specific purposes and must be spent on specific programs.

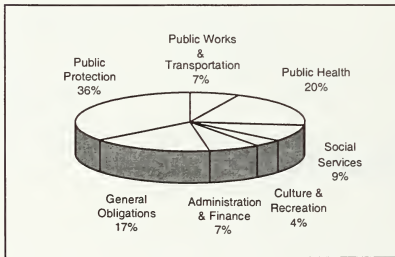
Budget Expenditures

Expenditures: \$5.2 Billion



More than 40 percent of City revenues are expended on public works and transportation projects, primarily to support the operations of the Airport and Public Utilities Commission.

Discretionary Spending: \$1.4 Billion



Total discretionary spending is \$1.4 billion, of which 36 percent is for public protection and criminal justice services. Public health services account for 20 percent of discretionary spending, up from 14 percent in 1996-1997.

Budget Highlights

HIGHLIGHTS BY DEPARTMENT

Administrative Services

- \$32.6 million to purchase 30 Van Ness Avenue to save the City approximately \$64 million in civic center lease costs
- \$4.8 million for the City's ADA Transition Plan, including retrofits at the Tom Waddell Clinic, the Silver Avenue Clinic, and Kezar Pavilion

Administrative Services – Animal Care and Control

- Two full-time police officers to work with Animal Care and Control officers to thoroughly investigate all dog bites

Administrative Services – Consumer Assurance

- Two new inspectors to implement new regulations on commercial parking lot operators

Administrative Services – Convention Facilities Management

- \$28.6 million in hotel tax funding for construction of the new Moscone West Convention Center to open in Spring 2003

Administrative Services – Office of Contract Administration

- Full funding for the new Office of Contract Administration to streamline the administration of city contracts and strengthen labor and wage requirement enforcement

Adult Probation

- Over \$600,000 for a new automated caseload management system to track probation cases electronically and increase workload efficiency

Aging and Adult Services

- Continued consolidation of aging services by merging Adult Protective Services, currently a part of the Department of Human Services, in this new department

Airport Commission

- Inaugural service of the AirTrain light rail system and final phase construction of station facilities for BART to the airport to serve approximately 17,000 daily riders

Art Commission

- Over \$52,000 for phase two of the restoration of the James A. Garfield monument

Asian Art Museum

- Addition of 16 new positions to staff the stand-alone facility in Golden Gate Park and the new Civic Center museum in July 2002

Assessor/Recorder

- Approximately \$150,000 for an automated "direct enrollment" process to speed up processing time for specific deed types

Board of Supervisors

- \$375,000 for a new Office of Constituent Services

Building Inspection

- Two new clerks to answer questions and provide direction at the permit center and one additional clerk to staff the Express Window
- Two new inspectors for code enforcement districts to ensure that building code violations are detected and mitigated in a timely and effective fashion

Business and Economic Development

- Continuation of the Façade Improvement Program in the Mission and Tenderloin neighborhood commercial corridors

Children, Youth and Their Families

- \$1 million to summer youth employment programs and \$1.4 million for mental health and substance abuse services at seven schools
- Over \$1 million to coordinate services for children who are victims of domestic violence

City Attorney

- Over \$600,000 for proactive consumer protection litigation, including legal challenges to energy producers, lead paint manufacturers and gun manufacturers

City Planning

- Funding for a new four-member enforcement team to ensure compliance with the planning code and timely mitigation measures

Controller

- Continued funding for the successful City Projects Team which has helped save the City over \$1 million through greater efficiency and better management

County Education Office

- Over \$2.5 million for athletic, arts, and cultural education programs for the children of the Unified School District

District Attorney

- Funding for a District Attorney investigator to manage the newly created Witness Protection and Relocation program

Elections

- Funding for a staff reorganization to include of 21 full-time permanent employees and five permanent but seasonal employees

Emergency Communications

- \$794,000 for Computer Aided Dispatch software, the city's 800 MHz radio system, and software warranties to maintain the integrity of the 911 dispatch system

Environment

- Three new grants managers to implement a one-time \$13 million environmental health project in the Southeast quadrant of the City
- Two new energy analysts and more program funding for energy conservation programs in the business and residential communities

Ethics Commission

- Expansion of the on-line filing system to include lobbyist and campaign consultant filings

Fire Department

- Full funding for the minimum daily staffing requirement of 352 firefighters for suppression and medical services to reduce overtime usage

Human Resources

- \$2.7 million for a claims administration system and contract with a new third party administrator for the Workers' Compensation Division

Human Services

- A new 100 bed shelter at Providence Baptist Church; eighteen new rooms at the Franciscan Hotel for homeless families; and new drop-in services at the United Council Resource Center
- Full funding for a new family shelter with 154 beds that opened in spring 2001 and new and ongoing funding for services in 184 units of supportive housing

Juvenile Probation

- \$7 million for the construction of a new Juvenile Hall to replace the fifty-year-old facility, estimated to open by the end of December 2003

Municipal Transportation Agency

- \$294 million in funding for the fleet replacement capital plan, maintenance, transit operator salaries, street supervision, dispatch, central control, and fuel

Parking and Traffic

- \$6 million for LED replacement of 14,000 streetlights at 900 intersections to save the City \$4.1 million in energy costs
- \$2.3 million for continuation of the Livable Streets Program for ladder crosswalks; upgrading to high-visibility pedestrian signs and median "safe havens"

Police

- Over \$1.1 million to support the hiring of 170 new officers and full funding of the state-of-the-art crime lab

Port

- \$263,000 for operations and maintenance at the new Hyde St. Harbor
- \$4.1 million for a new fish processing facility at Pier 45 Shed C

Public Health

- \$3 million to provide health insurance to approximately 4,000 uninsured children with incomes within 300 percent of poverty

- \$4 million for implementation of the Health Care Accountability ordinance to make insurance available for 16,050 uninsured workers in San Francisco
- \$20 million for capital projects at San Francisco General and Laguna Honda Hospitals, Primary Care Community Health Centers and other health facilities

Public Library

- \$17.6 million to begin planning for improvements at seven branch libraries and acquiring permanent sites for four branch libraries currently in leased space
- An additional \$400,000 for the acquisition of books and materials

Public Utilities Commission

- \$350,000 for unleaded water meters to reduce lead exposure risk at childcare centers, schools, recreation centers and low-income housing

Public Utilities Commission – Clean Water

- \$34.7 million for new capital and equipment at the Southeast Treatment Facility and the North Point pump station

Public Utilities Commission – Hetch Hetchy

- \$15 million for the Mayor's Energy Conservation Account for conservation improvements to city facilities resulting in \$5 million in annual savings

Public Utilities Commission – Light, Heat and Power

- \$700,000 for one thousand energy-efficient, high-pressure sodium streetlights citywide, including those for Ocean Avenue, Third Street, and Mission Bay

Public Utilities Commission – Water Department

- \$224 million for capital projects to ensure the integrity and security of the City's drinking water supply

Public Works

- Full funding for the "Community Clean Team" program which provides a comprehensive clean-up of at least one district in San Francisco every month

Recreation and Park

- \$55.5 million in capital projects, including pool and playground renovations citywide and a new playground for children with disabilities

Redevelopment Agency

- \$52.4 million in new funding for affordable housing acquisition and preservation

Sheriff

- Reallocation of recruitment and training costs to address the need for additional positions dedicated to training thereby reducing the use of overtime

Status of Women

- \$145,000 for a citywide, multilingual 24-hour domestic violence crisis line

Telecommunications and Information Services

- \$4 million for the JUSTIS central data warehouse and case management systems for three departments: Public Defender, District Attorney, and Adult Probation
- \$2 million for converting all city departments to one reliable, compatible email system

Treasurer/Tax Collector

- \$1.1 million for conversion of the current business tax system, an IDMS system, to an Oracle database system while maintaining data integrity

Budget Summary Tables

Sources and Uses of Funds Excluding Fund Transfers

Sources are Positive and Uses are (Negative)

Category of Source or Use	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's versus Revised
Sources of Funds					
Local Taxes	1,307,472,845	1,321,061,330	1,321,098,112	1,455,516,010	134,417,898
Licenses and Fines	97,514,637	97,277,835	97,649,166	98,383,011	733,845
Use of Money or Property	349,063,797	364,835,951	365,123,399	390,515,500	25,392,101
Intergovernmental Revenue - Federal	215,295,441	224,907,911	242,257,066	215,268,390	(26,988,676)
Intergovernmental Revenue - State	615,224,267	662,087,828	663,227,360	704,138,545	40,911,185
Intergovernmental Revenue - Other	46,736,272	45,314,363	52,717,941	69,899,534	17,181,593
Charges for Services	1,141,515,946	1,297,660,760	1,314,599,506	1,498,463,640	183,864,134
Other Revenues	117,555,334	219,028,216	225,417,366	314,164,625	88,747,259
Fund Balance	214,019,119	228,360,802	233,421,324	492,409,797	258,988,473
Sources of Funds Subtotals	4,104,397,658	4,460,534,996	4,515,511,240	5,238,759,052	723,247,812
Uses of Funds					
Salaries and Wages	(1,582,593,763)	(1,709,124,827)	(1,691,863,954)	(1,806,785,844)	(114,921,890)
Fringe Benefits	(361,056,241)	(404,798,060)	(404,464,621)	(439,572,061)	(35,107,440)
Overhead	(37,302,351)	(32,281,856)	(38,453,702)	(34,102,073)	4,351,629
Non-Personal Services	(1,011,367,901)	(1,100,958,214)	(1,140,578,592)	(1,286,562,127)	(145,983,535)
Aid Assistance	(208,397,158)	(265,599,938)	(291,993,796)	(262,196,835)	29,796,961
Materials and Supplies	(175,351,644)	(168,801,457)	(174,997,463)	(170,819,957)	4,177,506
Equipment	(49,124,609)	(57,045,320)	(57,953,507)	(58,189,282)	(235,775)
Debt Service	(357,176,740)	(413,965,619)	(393,965,619)	(544,936,648)	(150,971,029)
Services of Other Departments	(363,204,771)	(374,554,447)	(382,751,298)	(410,175,954)	(27,424,656)
Expenditure Recovery	409,211,410	458,251,755	452,998,790	508,566,603	55,567,813
Budgetary Reserves	(1,526,862)	(74,447,953)	(68,140,977)	(96,193,874)	(28,052,897)
Facilities Maintenance	(12,384,027)	(16,566,367)	(16,404,765)	(15,334,216)	1,070,549
Capital Projects	(152,608,216)	(300,642,693)	(306,941,736)	(622,456,784)	(315,515,048)
Uses of Funds Subtotals	(3,902,882,873)	(4,460,534,996)	(4,515,511,240)	(5,238,759,052)	(723,247,812)

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

Revenues by Category and Object

Object	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Local Taxes					
101 PROPERTY TAXES	544,641,710	581,275,445	581,312,227	633,195,055	51,882,828
111 PAYROLL TAX	219,407,197	222,255,000	222,255,000	269,852,000	47,597,000
112 GROSS RECEIPTS TAX	38,429,424	38,352,000	38,352,000	0	(38,352,000)
113 REGISTRATION TAX	10,081,092	10,070,000	10,070,000	6,417,000	(3,653,000)
121 SALES & USE TAX	133,394,788	130,311,000	130,311,000	155,190,000	24,879,000
122 HOTEL ROOM TAX	176,172,161	173,602,885	173,602,885	204,523,955	30,921,070
123 UTILITY USERS TAX	61,409,126	58,365,000	58,365,000	77,346,000	18,981,000
124 PARKING TAX	50,465,803	51,442,000	51,442,000	58,370,000	6,928,000
125 PROPERTY TRANSFER TAX	69,881,533	52,766,000	52,766,000	48,000,000	(4,766,000)
129 OTHER LOCAL TAXES	3,590,011	2,622,000	2,622,000	2,622,000	0
Local Taxes Subtotals	1,307,472,845	1,321,061,330	1,321,098,112	1,455,516,010	134,417,898
Licenses and Fines					
201 BUSINESS HEALTH LICENSES	3,508,998	3,675,280	3,675,280	3,941,466	266,186
202 OTHER BUSINESS/PROFESSIONAL LICENSES	1,693,748	1,357,500	1,728,831	1,586,462	(142,369)
203 ROAD PRIVILEGES & PERMITS	2,811,061	3,209,652	3,209,652	3,084,900	(124,752)
206 FRANCHISES	9,404,021	9,139,000	9,139,000	11,381,000	2,242,000
207 ETHICS FEES	40,788	48,185	48,185	33,185	(15,000)
209 OTHER LICENSES & PERMITS	3,565,780	3,613,117	3,613,117	3,580,617	(32,500)
251 TRAFFIC FINES	68,527,325	71,758,894	71,758,894	71,138,724	(620,170)
252 COURT FINES-NON TRAFFIC	102,651	391,945	391,945	239,927	(152,018)
253 OTHER NON-COURT FINES	5,741,912	250,000	250,000	250,000	0
255 ETHICS FINES	10,190	14,310	14,310	10,750	(3,560)
259 OTHER FORFEITURES & PENALTIES	2,108,163	3,819,952	3,819,952	3,135,980	(683,972)
Licenses and Fines Subtotals	97,514,637	97,277,835	97,649,166	98,383,011	733,845

Revenues by Category and Object

Object	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Use of Money or Property					
301 INTEREST	82,566,291	63,622,983	63,860,431	75,039,295	11,178,864
303 UNREALIZED GAINS (LOSSES) - GASB 31	339,559	0	0	0	0
351 PARKING METER COLLECTIONS	13,285,450	14,371,455	14,371,455	14,491,455	120,000
352 PARKING GARAGE/LOT RENTALS	95,583,718	97,875,124	97,925,124	118,731,278	20,806,154
353 REC & PARK - RENTALS	14,103,884	12,332,680	12,332,680	12,733,520	400,840
354 REC & PARK - CONCESSIONS	8,572,177	7,963,810	7,963,810	7,779,028	(184,782)
355 CULTURAL FACILITIES-RENTALS	1,019,301	944,180	944,180	933,407	(10,773)
356 CULTURAL FACILITIES-CONCESSIONS	198,186	188,530	188,530	205,063	16,533
360 PORT-CARGO RENTAL	375,059	0	0	0	0
361 PORT-SHIP REPAIR CONCESSION	894,162	0	0	0	0
362 PORT-HARBOR RENTS	757,814	0	0	0	0
363 PORT-COMMERCIAL/INDUSTRIALRENT/CONCE	16,098,653	28,144,000	28,144,000	31,328,000	3,184,000
365 PORT-CRUISE RENTS	28,617	0	0	0	0
366 PORT-FISHING RENT	1,270,147	0	0	0	0
367 PORT-OTHER MARINE RENTS/CONCESSIONS	608,983	0	0	0	0
372 SFIA-PASSENGER TERMINALS RENTALS	343,256	303,000	303,000	381,000	78,000
373 SFIA-PAVED & UNIMPROVED-NONAIRLINE REN	11,978,903	12,019,000	12,019,000	12,019,000	0
374 SFIA-ADVERTISING, TEL. & OTHERS	7,227,971	16,138,000	16,138,000	20,783,870	4,645,870
375 SFIA-NEWS, TOBACCO & GIFTS	30,560,872	44,825,000	44,825,000	17,335,000	(27,490,000)
376 SFIA-AUTO RENTALS	31,492,369	35,701,000	35,701,000	34,206,000	(1,495,000)
377 SFIA-RESTAURANT & ALLIED SVCS	6,994,641	6,523,000	6,523,000	8,875,000	2,352,000
379 SFIA-OTHER GROUND TRANSPORTATION	7,916,048	6,492,000	6,492,000	13,894,000	7,402,000
381 SFIA-AUTO SERVICE STATION	5,738	0	0	7,000	7,000
391 SFWD-OTHERS	161,853	0	0	0	0
398 OTHER CITY PROPERTY RENTALS	16,680,145	17,392,189	17,392,189	21,773,584	4,381,395
Use of Money or Property Subtotals	349,063,797	364,835,951	365,123,399	390,515,500	25,392,101
Intergovernmental Revenue - Federal					
401 FEDERAL-PUBLIC ASSISTANCE ADMIN	80,190,257	85,817,290	85,817,290	87,575,941	1,758,651
402 FEDERAL-PUBLIC ASSISTANCE PROGRAMS	54,147,290	57,730,146	58,245,499	44,304,723	(13,940,776)
411 FEDERAL-TRANS/TRANSIT-OPERATING ASSI	1,695,295	4,975,000	4,975,000	3,280,000	(1,695,000)
449 FEDERAL-OTHER	79,262,599	76,385,475	93,219,277	80,107,726	(13,111,551)
Intergovernmental Revenue - Federal Subtotals	215,295,441	224,907,911	242,257,066	215,268,390	(26,988,676)

Revenues by Category and Object

Object	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Intergovernmental Revenue - State					
451 STATE-PUBLIC ASSISTANCE ADMIN	51,400,841	71,747,035	71,747,035	77,457,434	5,710,399
452 STATE-PUBLIC ASSISTANCE PROGRAMS	42,920,091	53,278,773	53,278,773	44,171,660	(9,107,113)
453 STATE-HEALTH ADMINISTRATION	20,944,965	23,164,594	23,164,594	25,095,363	1,930,769
454 STATE-HEALTH PROGRAMS	63,589,481	62,887,561	63,808,590	84,180,577	20,371,987
455 STATE-HEALTH & WELFARE SALES TAX	102,909,202	106,200,000	106,200,000	110,670,604	4,470,604
456 STATE-HEALTH & WELFARE VEH LICENSE FEE	66,041,044	69,700,000	69,700,000	71,400,000	1,700,000
461 STATE-MOTOR VEHICLE IN-LIEU TAX	88,345,149	95,284,000	95,284,000	102,171,000	6,887,000
462 STATE-HIGHWAY USERS TAX	15,265,912	15,010,648	15,010,648	15,046,719	36,071
470 STATE-AGRICULTURE	163,000	163,000	163,000	163,000	0
471 STATE-TRANSPORT/TRANSIT-OPERATING ASS	22,637,297	27,650,000	27,650,000	30,978,638	3,328,638
476 STATE - DISASTER RELIEF	31,685	0	0	0	0
481 STATE - HOMEOWNERS' PROPERTY TAX RELI	5,239,419	5,414,791	5,414,791	5,414,791	0
482 STATE - TRIAL COURT FUNDING	282,729	0	0	0	0
483 STATE - PROP 172 PUBLIC SAFETY FUNDS	66,769,872	68,467,000	68,467,000	75,066,000	6,599,000
489 STATE - OTHER	68,683,580	63,120,426	63,338,929	62,322,759	(1,016,170)
Intergovernmental Revenue - State Subtotals	615,224,267	662,087,828	663,227,360	704,138,545	40,911,185
Intergovernmental Revenue - Other					
491 OTHER-TRANSPORT/TRANSIT-OPERTING ASSI	45,758,989	45,314,363	52,717,941	69,899,534	17,181,593
499 OTHER - GOVERNMENTAL AGENCIES	977,283	0	0	0	0
Intergovernmental Revenue - Other Subtotals	46,736,272	45,314,363	52,717,941	69,899,534	17,181,593

Revenues by Category and Object

Object	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Charges for Services					
601 GENERAL GOVERNMENT SERVICES	43,401,011	42,050,821	42,413,572	43,311,314	897,742
605 HUMANE SERVICE	89,985	73,200	73,200	73,200	0
606 PUBLIC SAFETY SERVICE CHARGES	19,748,080	27,374,915	28,679,708	30,488,245	1,808,537
607 CORRECTION SERVICE CHARGES	3,785,381	2,000,500	2,027,612	2,026,000	(1,612)
608 HIGHWAY SERVICE CHARGES	223,751	271,500	271,500	3,376,500	3,105,000
611 PLANNING & ENGINEERING SERVICES	21,166,535	27,081,491	27,081,491	29,830,308	2,748,817
625 LIBRARY SERVICES	567,466	495,200	495,200	606,739	111,539
626 REC & PARK-SERVICE CHARGES	14,384,604	14,491,472	14,491,472	14,592,150	100,678
628 CONCERTS, EXHIBITIONS & PERFORMANCES	2,367,558	2,243,279	2,243,314	1,514,135	(729,179)
631 SANITATION SERVICE CHARGES	140,877,715	140,404,884	140,404,884	147,666,000	7,261,116
635 HEALTH SERVICE CHARGES	4,722,976	4,751,523	4,779,637	5,423,741	644,104
640 PORT-CARGO SERVICES	1,968,519	2,938,000	2,938,000	2,977,000	39,000
641 PORT-SHIP REPAIR SERVICES	(2,326)	800,000	800,000	1,250,000	450,000
642 PORT-HARBOR SERVICES	29,492	845,000	845,000	915,000	70,000
645 PORT-CRUISE SERVICES	668,512	523,000	523,000	585,000	62,000
646 PORT-FISHING SERVICES	47,085	1,422,000	1,422,000	1,506,000	84,000
647 PORT-OTHER MARINE SERVICES	841,978	1,305,000	1,305,000	1,350,000	45,000
651 HOSPITAL SERVICE CHARGES	11,202,947	11,274,638	11,274,638	10,475,347	(799,291)
652 INPATIENT REVENUES	421,221,648	568,837,739	567,878,226	623,750,739	55,872,513
653 OUTPATIENT REVENUES	119,295,300	16,508,288	16,508,288	18,804,078	2,295,790
654 EMERGENCY ROOM REVENUES	25,977,188	0	0	0	0
658 REVENUE DEDUCTIONS	(365,280,138)	(364,847,142)	(364,847,142)	(421,578,815)	(56,731,673)
659 NET PATIENT REVENUE	24,901,770	25,077,633	25,622,196	26,737,633	1,115,437
660 STATE BILL REVENUES	114,373,188	150,517,736	150,517,736	149,183,366	(1,334,370)
661 TRANSIT PASS REVENUE	47,621,162	46,945,054	47,778,350	50,574,400	2,796,050
662 TRANSIT CABLE CAR REVENUE	12,835,483	12,600,400	12,600,400	12,643,400	43,000
663 TRANSIT CASH REVENUE	38,137,183	37,763,000	37,763,000	39,402,500	1,639,500
664 TRANSIT CHARTER BUS REVENUE	10,570	16,000	16,000	11,000	(5,000)
665 TRANSIT ADVERTISING REVENUE	8,370,616	8,679,445	8,679,445	8,680,517	1,072
666 TRANSIT TOKEN REVENUE	2,733,941	2,800,000	2,800,000	2,900,000	100,000
667 TRANSIT PARATRANSIT REVENUE	764,616	591,784	591,784	700,000	108,216
669 TRANSIT OTHER OPERATING REVENUE	796,328	9,679,519	9,679,519	11,223,887	1,544,368
671 SFIA-FLIGHT OPERATIONS	62,567,147	84,866,852	84,866,852	179,288,702	94,421,850
672 SFIA-RENTAL AIRLINES	84,660,297	148,385,082	148,385,082	183,558,041	35,172,959
673 SFIA-PAVED & UNIMPROVED-AIRLINES	14,578,000	20,309,833	20,309,833	21,893,000	1,583,167
674 SFIA-AIRCRAFT & OUTDOOR STORAGE	6,600,689	7,231,000	7,231,000	7,951,000	720,000
675 SFIA-AIRLINE SUPPORT SERVICE	855,997	867,000	867,000	1,751,000	884,000
676 SFIA-FUEL, OIL & OTHER SERVICES	3,473,692	3,254,000	3,254,000	4,313,000	1,059,000
677 SFIA-PARKING AIRLINES	3,547,662	3,789,000	3,789,000	4,920,000	1,131,000
681 WATER SALES	135,901,391	143,161,316	143,161,316	147,381,438	4,220,122
682 WATER SERVICE INSTALLATION	291	0	0	0	0
687 HHETCHY - ELECTRICITY SALES	90,547,220	89,935,000	89,935,000	115,738,094	25,803,094
690 DTIS REVIEW FEES	111,350	0	0	0	0
699 OTHER CHARGES FOR SERVICES	1,054,144	345,798	345,798	300,798	(45,000)
860 ISF CHARGES FOR SERVICES TO AAO FUNDS	14,270,748	0	14,797,595	10,369,183	(4,428,412)
880 ISF CHARGE FOR SVC TO OTHER CITY AGENCI	5,497,194	0	0	0	0

Revenues by Category and Object

Object	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Charges for Services Subtotals	1,141,515,946	1,297,660,760	1,314,599,506	1,498,463,640	183,864,134
Other Revenues					
701 RETIREMENT - CONTRIBUTIONS	11,490,739	13,116,230	13,116,230	13,745,400	629,170
753 HOSPITAL-OTHER OPERATING REVENUE	3,140,344	3,880,963	3,880,963	4,104,141	223,178
758 PORT-POWER	20,418	0	0	0	0
759 PORT-OTHER NON OPERATING REVENUE	759,551	334,000	334,000	890,000	556,000
761 GAIN(LOSS) ON SALES OF FIXED ASSETS	242,526	400,000	400,000	4,200,000	3,800,000
762 PROCEEDS FROM SALES OF OTHER CITY PRO	84,714	66,220	66,220	83,000	16,780
769 INSURANCE PROCEEDS	1,453,292	0	1,084,467	0	(1,084,467)
771 SFIA-COGENERATION FACILITIES	68,532	57,000	57,000	132,000	75,000
772 SFIA-ELECTRICITY	10,192,213	18,631,000	18,631,000	16,560,000	(2,071,000)
773 SFIA-WATER	4,475,713	4,737,000	4,737,000	4,752,000	15,000
774 SFIA-SECURITY SERVICES	2,192,864	3,664,000	3,664,000	2,018,000	(1,646,000)
775 SFIA-MEDICAL SERVICES	1,154,741	2,966,000	2,966,000	0	(2,966,000)
779 SFIA-MISCELLANEOUS	3,239,224	2,983,000	2,983,000	3,354,000	371,000
780 WATER-OTHER OPERATING REVENUE	3,787,737	0	0	0	0
781 GIFTS & BEQUESTS	390,505	676,970	1,099,777	1,821,645	721,868
789 OTHER OPERATING ADJUSTMENTS	4,946,174	0	0	0	0
797 CUSTOM WORK&SVC TO OTHER GOVT AGEN	925,990	0	974,229	0	(974,229)
799 OTHER NON-OPERATING REVENUES	18,002,867	2,382,074	3,283,349	2,498,764	(784,585)
801 PROCEED FROM LONG-TERM DEBTS	31,037,290	64,901,059	67,907,431	182,369,675	114,462,244
803 PROCEED FROM SHORT-TERM DEBTS	19,949,900	100,232,700	100,232,700	77,636,000	(22,596,700)
Other Revenues Subtotals	117,555,334	219,028,216	225,417,366	314,164,625	88,747,259
Transfers in					
920 GENERAL FUND SUBSIDY TRANSFER IN	226,522,707	240,770,123	240,770,123	271,612,214	30,842,091
930 OTHER OPERATING TRANSFERS IN	205,536,945	177,472,165	179,656,644	188,386,780	8,730,136
950 INTRAFUND TRANSFERS IN	631,067,951	284,024,518	342,344,291	442,996,376	100,652,085
Transfers In Subtotals	1,063,127,603	702,266,806	762,771,058	902,995,370	140,224,312
Fund Balance					
999 FUND BALANCE	214,019,119	228,360,802	233,421,324	492,409,797	258,988,473
Fund Balance Subtotals	214,019,119	228,360,802	233,421,324	492,409,797	258,988,473
Revenue Subtotals	5,167,525,261	5,162,801,802	5,278,282,298	6,141,754,422	863,472,124
Less Interfund and Intrafund Transfers	(1,063,127,603)	(702,266,806)	(762,771,058)	(902,995,370)	(140,224,312)
Net Revenues	4,104,397,658	4,460,534,996	4,515,511,240	5,238,759,052	723,247,812

Expenditures by Category and Object

		1999-2000	2000-2001		2001-2002	
Char / Obj	Object Title	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Salaries and Wages						
001/001	PERMANENT SALARIES-MISC	955,786,717	1,053,354,465	1,034,739,420	1,123,982,577	89,243,157
001/002	PERMANENT SALARIES-UNIFORM	255,130,028	320,807,942	320,756,000	319,422,386	(1,333,614)
001/003	PERMANENT SALARIES-PLATFORM	105,748,170	107,065,728	107,065,728	118,405,545	11,339,817
001/004	PERMANENT SALARIES-NURSES	87,066,951	102,602,258	102,581,759	108,993,347	6,411,588
001/005	TEMP SALARIES-MISC	43,523,150	22,051,182	22,687,860	20,533,550	(2,154,310)
001/006	TEMP SALARIES-NURSES	7,984,776	2,650,823	2,650,823	2,755,990	105,167
001/009	PREMIUM PAY	41,609,598	39,668,794	39,668,607	45,618,422	5,949,815
001/010	ONE-TIME SALARY PAYMENTS	907,479	2,249,170	2,249,170	3,960,870	1,711,700
001/011	OVERTIME	71,146,914	46,160,957	46,951,079	50,559,236	3,608,157
001/012	HOLIDAY PAY	13,689,980	12,513,508	12,513,508	12,553,921	40,413
Salaries and Wages		1,582,593,763	1,709,124,827	1,691,863,954	1,806,785,844	114,921,890
Fringe Benefits						
013/013	MANDATORY FRINGE BENEFITS	360,952,834	404,798,060	404,464,621	439,427,061	34,962,440
013/015	HEALTH SERVICE	103,407	0	0	145,000	145,000
Fringe Benefits		361,056,241	404,798,060	404,464,621	439,572,061	35,107,440
Overhead						
020/020	OVERHEAD	37,302,351	32,281,856	38,453,702	34,102,073	(4,351,629)
Overhead		37,302,351	32,281,856	38,453,702	34,102,073	(4,351,629)

Summary Tables

Expenditures by Category and Object

		1999-2000	2000-2001		2001-2002	
Char / Obj	Object Title	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Non-Personal Services						
021/021	TRAVEL	3,531,458	2,475,265	2,588,407	2,918,891	330,484
021/022	TRAINING	8,059,965	7,891,674	7,735,407	7,788,657	53,250
021/023	EMPLOYEE FIELD EXPENSE	1,516,387	416,044	462,062	450,564	(11,498)
021/024	MEMBERSHIP FEES	1,545,124	1,509,346	1,526,196	1,562,695	36,499
021/025	ENTERTAINMENT AND PROMOTION	2,026,553	2,754,451	2,630,057	2,236,743	(393,314)
021/026	COURT FEES AND OTHER COMPENSATION	8,900,373	8,411,467	9,133,217	9,245,814	112,597
021/027	PROFESSIONAL & SPECIALIZED SERVICES	523,293,671	525,396,760	542,382,810	517,966,897	(24,415,913)
021/028	MAINTENANCE SVCS-BUILDING & STRUCTU	25,467,125	10,591,417	15,084,402	11,908,046	(3,176,356)
021/029	MAINTENANCE SVCS-EQUIPMENT	21,210,021	20,930,999	21,073,614	23,816,415	2,742,801
021/030	RENTS & LEASES-BUILDINGS & STRUCTURE	60,986,867	29,284,694	29,688,371	41,184,665	11,496,294
021/031	RENTS & LEASES-EQUIPMENT	13,040,332	10,356,212	10,642,213	11,168,544	526,331
021/032	UTILITIES	17,088,561	19,318,567	17,356,243	22,504,144	5,147,901
021/033	POWER FOR RESALE	77,548,737	91,132,146	91,132,146	154,669,988	63,537,842
021/034	SUBSISTANCE	130,725	65,362	66,362	56,757	(9,605)
021/035	OTHER CURRENT EXPENSES	126,501,122	272,020,329	273,182,674	286,223,792	13,041,118
021/051	INSURANCE	41,777,990	35,438,427	35,513,427	55,584,871	20,071,444
021/052	TAXES, LICENSES & PERMITS	53,172,545	49,771,969	49,780,499	51,571,518	1,791,019
021/053	JUDGEMENTS & CLAIMS	33,473,124	18,313,428	18,445,368	77,252,998	58,807,630
021/054	OTHER FIXED CHARGES	(707,097)	244,098	244,098	1,169,156	925,058
055/055	RETIREMENT TRUST FUND	(217)	0	0	0	0
055/056	HEALTH SERVICE TRUST FUND	0	0	135,938	0	(135,938)
069/06A	PERF ID SVCS EXPEND-CFWD BUDGET ON	0	0	8,983,978	0	(8,983,978)
069/06B	PROGRAMMATIC PROJECTS-CFWD BUDGET	0	183,664	2,633,943	(66,336)	(2,700,279)
069/06C	CAPITAL PROJECTS BUDGET-CFWD ONLY	0	0	(1,242,685)	0	1,242,685
069/06D	FACILITIES MAINTENANCE BUDGET-CFWD	0	0	(25,036)	0	25,036
069/06G	GRANT EXPENDITURES BUDGET - CFWD ON	0	0	(478,014)	0	478,014
075/075	DEPRECIATION	0	0	0	4,123	4,123
079/079	ALLOCATED CHARGES	(7,195,465)	(5,548,105)	1,902,895	(5,365,679)	(7,268,574)
088/088	EXPENDITURE CONTINGENCY	0	0	0	12,708,864	12,708,864
Non-Personal Services		1,011,367,901	1,100,958,214	1,140,578,592	1,286,562,127	145,983,535
Aid Assistance						
036/036	AID ASSISTANCE	5,888,539	46,190,985	45,624,493	48,203,078	2,578,585
037/037	AID PAYMENTS	158,951,916	173,664,350	172,975,506	163,611,801	(9,363,705)
038/038	CITY GRANT PROGRAMS	28,792,586	45,744,603	52,916,950	50,381,956	(2,534,994)
039/039	OTHER SUPPORT & CARE OF PERSONS	14,764,117	0	20,476,847	0	(20,476,847)
Aid Assistance		208,397,158	265,599,938	291,993,796	262,196,835	(29,796,961)
Materials and Supplies						
040/040	MATERIALS & SUPPLIES BUDGET ONLY	0	82,806,117	82,879,670	85,401,664	2,521,994
040/041	INVENTORIES	7,068,262	0	0	0	0
040/042	BUILDING & CONSTRUCTION SUPPLIES	16,482,872	9,364,448	9,378,934	8,712,613	(666,321)
040/043	EQUIPMENT MAINTENANCE SUPPLIES	32,015,930	27,831,219	30,089,983	27,554,878	(2,535,105)
040/044	HOSPITAL, CLINICS & LABORATORY SUPPLI	44,555,770	7,941,537	8,831,342	8,691,585	(139,757)
040/045	SAFETY	9,643,809	7,296,216	7,284,212	4,049,862	(3,234,350)
040/046	FOOD	11,234,420	3,474,189	3,537,546	3,516,719	(20,827)
040/047	FUELS AND LUBRICANTS	8,795,930	7,197,445	8,043,736	9,733,383	1,689,647
040/048	WATER SEWAGE TREATMENT SUPPLIES	5,420,684	5,330,724	5,330,724	5,868,014	537,290
040/049	OTHER MATERIALS & SUPPLIES	38,825,596	17,559,562	19,621,316	17,291,239	(2,330,077)
040/04A	EQUIPMENT (5K OR LESS-CONTROLLED AS	1,308,371	0	0	0	0
Materials and Supplies		175,351,644	168,801,457	174,997,463	170,819,957	(4,177,506)

Expenditures by Category and Object

		1999-2000	2000-2001		2001-2002	
Char / Obj	Object Title	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Equipment						
060/060	EQUIPMENT PURCHASE	23,507,619	36,708,439	37,618,770	36,910,470	(708,300)
060/061	EQUIPMENT LEASE PURCHASE-INITIAL	416,149	261,875	261,875	310,276	48,401
060/062	EQUIPMENT LEASE/PURCHASE-OPTION RE	9,363,910	11,043,001	11,040,857	1,755,518	(9,285,339)
060/063	EQUIPT LEASE/PURCHASE-FIN AGCY-INITIA	40,530	0	0	0	0
060/064	EQPT LEASE/PURCH-CITY FIN AGCY-OPT R	8,242,141	9,032,005	9,032,005	19,213,018	10,181,013
060/065	ANIMAL PURCHASE	34,540	0	0	0	0
060/066	LAND	7,478,125	0	0	0	0
060/068	INTEREST EXPENSE-CAPITALIZED	41,595	0	0	0	0
Equipment		49,124,609	57,045,320	57,953,507	58,189,282	235,775
Debt Service						
070/070	DEBT SERVICE	357,176,740	413,965,619	393,965,619	544,936,648	150,971,029
Debt Service		357,176,740	413,965,619	393,965,619	544,936,648	150,971,029
Services of Other Departments						
081/081	SERVICES OF OTHER DEPTS (AAO FUNDS)	363,239,921	374,539,447	382,715,618	410,153,954	27,438,336
081/083	SERVICES OF OTHER CITY AGENCIES	(35,150)	15,000	35,680	22,000	(13,680)
Services of Other Departments		363,204,771	374,554,447	382,751,298	410,175,954	27,424,656
Transfers Out						
091/093	OTHER OPERATING TRANSFERS OUT	263,028,153	177,472,165	179,656,644	188,386,780	8,730,136
092/092	GENERAL FUND SUBSIDY TRANSFER OUT	227,264,017	240,770,123	240,770,123	271,612,214	30,842,091
095/095	INTRAFUND TRANSFERS OUT	627,500,255	284,024,518	342,344,291	442,996,376	100,652,085
Transfers Out		1,117,792,425	702,266,806	762,771,058	902,995,370	140,224,312
Budgetary Reserves						
097/097	UNAPPROPRIATED REVENUE - RESERVED	0	67,588,159	57,904,175	91,730,926	33,826,751
099/099	UNAPPROPRIATED REVENUE-UNRESERVED	1,526,862	6,859,794	10,236,802	4,462,948	(5,773,854)
Budgetary Reserves		1,526,862	74,447,953	68,140,977	96,193,874	28,052,897
Facilities Maintenance						
06F/06F	FACILITIES MAINTENANCE PROJECTS-BUD	12,384,027	16,566,367	16,404,765	15,334,216	(1,070,549)
Facilities Maintenance		12,384,027	16,566,367	16,404,765	15,334,216	(1,070,549)
Capital Projects						
067/067	BLDS,STRUCTURES & IMPROVEMENTS	152,608,216	300,642,693	306,941,736	622,456,784	315,515,048
Capital Projects		152,608,216	300,642,693	306,941,736	622,456,784	315,515,048
Expenditure Subtotals		5,429,886,708	5,621,053,557	5,731,281,088	6,650,321,025	919,039,937
Less Interfund and Intrafund Transfers		(1,117,792,425)	(702,266,806)	(762,771,058)	(902,995,370)	(140,224,312)
Less Interdepartmental Recoveries		(409,211,410)	(458,251,755)	(452,998,790)	(508,566,603)	(55,567,813)
Net Expenditures		3,902,882,873	4,460,534,996	4,515,511,240	5,238,759,052	723,247,812

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

Summary Tables

Revenues by Fund

Fund	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Fund Type: 1G GENERAL FUND					
AGF GENERAL FUND	2,452,988,372	2,261,277,869	2,273,852,998	2,425,476,443	151,623,445
S&A GF-SUBVENTIONS & OTHER ALLOCATIONS F	4,735,867	0	110,006	0	(110,006)
Fund Type: 1G Subtotals	2,457,724,239	2,261,277,869	2,273,963,004	2,425,476,443	151,513,439
Fund Type: 2S SPECIAL REVENUE FUNDS					
BIF BUILDING INSPECTION FUND	29,502,863	36,593,586	36,593,586	34,552,770	(2,040,816)
RUS BUSINESS TAX	0	0	0	62,800,000	62,800,000
CFC CHILDREN AND FAMILIES FUND	120,259	12,866,600	12,884,860	8,273,810	(4,611,050)
CFF CONVENTION FACILITIES FUND	86,082,604	73,646,256	73,646,256	86,630,986	12,984,730
CHF CHILDREN'S FUND	17,038,261	20,285,895	20,285,895	24,973,497	4,687,602
CHS COMM HEALTH SVS SPEC REV FD	81,198,733	73,899,824	82,480,337	85,936,892	3,456,555
CRF CULTURE & RECREATION SPEC REV FD	5,781,200	5,183,393	6,228,921	4,618,133	(1,610,088)
CSS CHILD SUPPORT SERVICES FUND	14,615,926	19,709,085	20,489,922	24,292,442	3,802,520
CTF COURTS' SPECIAL REVENUE FUND	4,506,075	5,192,223	5,184,250	4,492,114	(692,136)
GSF GENERAL SERVICES SPECIAL REVENUE FUN	11,737,461	3,157,185	3,253,165	3,444,681	191,516
GTF GASOLINE TAX FUND	29,166,099	32,836,318	32,844,230	38,655,972	5,811,742
HWF HUMAN WELFARE SPECIAL REVENUE FUND	9,568,907	200,000	6,837,759	1,479,626	(5,358,133)
LIB PUBLIC LIBRARY SPECIAL REVENUE FUND	46,154,800	49,049,582	49,306,551	52,650,897	3,344,346
NDF NEIGHBORHOOD DEVELOPMENT SPEC REV F	23,104,510	24,393,918	25,242,349	46,585,535	21,343,186
OPF OFF-STREET PARKING FUND	9,702,930	10,977,729	11,027,729	11,138,461	110,732
OSP OPEN SPACE & PARK FUND	25,992,293	28,077,239	28,257,239	27,385,463	(871,776)
PPF PUBLIC PROTECTION SPECIAL REVENUE FUN	32,900,482	38,076,034	40,381,343	32,296,434	(8,084,909)
PWF PUBLIC WORKS SPECIAL REVENUE FUND	5,084,480	4,111,683	5,645,439	5,000,000	(645,439)
RPF REAL PROPERTY SPECIAL REVENUE FUND	15,774,492	5,478,077	5,478,077	45,541,896	40,063,819
SCP SENIOR CITIZENS' PROGRAMS FUND	18,377,062	5,362,528	5,632,994	5,334,364	(298,630)
T&C TRANSPORTATION & COMMERCE S/R FD	282,290	522,422	422,000	553,549	131,549
WMF WAR MEMORIAL FUND	10,269,164	11,830,120	12,865,422	13,359,455	494,033
Fund Type: 2S Subtotals	476,960,891	461,449,697	484,987,624	619,996,977	135,009,353
Fund Type: 3C CAPITAL PROJECTS FUNDS					
EQS EARTHQUAKE SAFETY IMPROVEMENTS FUN	0	3,960,076	3,960,076	7,500,000	3,539,924
FPS FIRE PROTECTION SYSTEMS IMPVT. FUND	0	3,925,720	3,925,720	0	(3,925,720)
MCF MOSCONE CONVENTION CENTER FUND	0	0	0	28,656,424	28,656,424
PLI PUBLIC LIBRARY IMPROVEMENT FUND	0	0	0	21,005,931	21,005,931
RPF RECREATION & PARK CAPITAL IMPVTS FUND	0	15,841,232	15,841,232	27,857,500	12,016,268
SIF STREET IMPROVEMENT FUND	0	936,325	936,325	4,968,000	4,031,675
XCF CITY FACILITIES IMPROVEMENT FUND	0	23,842,460	23,842,460	13,924,772	(9,917,688)
Fund Type: 3C Subtotals	0	48,505,813	48,505,813	103,912,627	55,406,814
Fund Type: 4D DEBT SERVICE FUNDS					
GOB GENERAL OBLIGATION BOND FUND	88,531,521	101,233,493	101,233,493	110,010,108	8,776,615
Fund Type: 4D Subtotals	88,531,521	101,233,493	101,233,493	110,010,108	8,776,615
Fund Type: 5A SF INTERNATIONAL AIRPORT FUNDS					
AAA SFIA-OPERATING FUND	506,594,058	625,005,034	625,152,880	696,777,853	71,624,973
CPF SFIA-CAPITAL PROJECTS FUND	3,914,923	4,459,132	4,459,132	64,700,000	60,240,868
SRF SFIA-SPECIAL REVENUE FUND	71,353	0	0	0	0
Fund Type: 5A Subtotals	510,580,334	629,464,166	629,612,012	761,477,853	131,865,841

Summary Tables

Revenues by Fund

Fund	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Fund Type: 5C CLEAN WATER PROGRAM FUNDS					
AAA CWP-OPERATING FUND	164,474,561	151,844,791	156,682,082	165,072,986	8,390,904
CPF CWP-CAPITAL PROJECTS FUND	53,793,341	22,000,100	22,972,191	33,150,000	10,177,809
DSF CWP-DEBT SERVICE FUND	65,539,426	0	30,897,310	0	(30,897,310)
Fund Type: 5C Subtotals	283,807,328	173,844,891	210,551,583	198,222,986	(12,328,597)
Fund Type: 5H GENERAL HOSPITAL MEDICAL CENTER FUNDS					
AAA SFGH-OPERATING FUND	389,292,532	427,994,240	438,583,586	456,646,994	18,063,408
Fund Type: 5H Subtotals	389,292,532	427,994,240	438,583,586	456,646,994	18,063,408
Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS					
AAA LHH-OPERATING FUND	128,861,385	129,622,913	129,701,251	139,575,830	9,874,579
CPF LHH-CAPITAL PROJECTS FUND	0	3,684,956	3,684,956	28,546,297	24,861,341
Fund Type: 5L Subtotals	128,861,385	133,307,869	133,386,207	168,122,127	34,735,920
Fund Type: 5M PTC-MUNICIPAL RAILWAY FUNDS					
AAA MUNI-OPERATING FUND	385,879,576	399,406,220	407,922,121	447,434,362	39,512,241
CPF MUNI-CAPITAL PROJECTS FUND	0	1,975,000	1,975,000	0	(1,975,000)
SRF MUNI-SPECIAL REVENUE FUND	8,600,924	9,410,024	9,410,024	15,023,887	5,613,863
Fund Type: 5M Subtotals	394,480,500	410,791,244	419,307,145	462,458,249	43,151,104
Fund Type: 5P PORT OF SAN FRANCISCO FUNDS					
AAA PORT-OPERATING FUND	52,034,244	60,653,899	64,855,439	123,577,077	58,721,638
Fund Type: 5P Subtotals	52,034,244	60,653,899	64,855,439	123,577,077	58,721,638
Fund Type: 5T PUC-HETCH HETCHY FUNDS					
AAA HETCHY OPERATING FUND	141,618,356	137,603,284	137,621,795	175,680,094	38,058,299
Fund Type: 5T Subtotals	141,618,356	137,603,284	137,621,795	175,680,094	38,058,299
Fund Type: 5W PUC-WATER DEPARTMENT FUNDS					
AAA SFWD-OPERATING FUND	181,353,657	193,655,757	194,427,740	435,652,854	241,225,114
CPF SFWD-CAPITAL PROJECTS FUND	22,806,428	103,412,700	103,412,700	79,636,000	(23,776,700)
DSF SFWD-DEBT SERVICE FUND	20,291,126	0	16,648,473	0	(16,648,473)
Fund Type: 5W Subtotals	224,451,211	297,068,457	314,488,913	515,288,854	200,799,941
Fund Type: 6I INTERNAL SERVICE FUNDS					
OIS IS-REPRODUCTION FUND	145,000	145,000	145,000	0	(145,000)
TIF TELECOMMUNICATION FUND	2,236,310	38,000	38,000	145,754	107,754
Fund Type: 6I Subtotals	2,381,310	183,000	183,000	145,754	(37,246)
Fund Type: 7E EXPENDABLE TRUST FUNDS					
BEQ BEQUESTS FUND	769,476	375,994	1,543,234	475,210	(1,068,024)
GIF GIFT FUND	0	676,970	676,970	163,239	(513,731)
ZEF ETF-OTHER EXPENDABLE TRUST	0	333,474	333,474	0	(333,474)
Fund Type: 7E Subtotals	769,476	1,386,438	2,553,678	638,449	(1,915,229)

Summary Tables

Revenues by Fund

Fund	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Fund Type: 7P PENSION TRUST FUNDS					
RET EMPLOYEES' RETIREMENT SYSTEM	11,490,739	13,216,230	13,216,230	13,888,395	672,165
Fund Type: 7P Subtotals	11,490,739	13,216,230	13,216,230	13,888,395	672,165
Fund Type: 8A TREASURE ISLAND DEVELOPMENT AUTHORITY					
AAA OPERATING FUND	2,493,880	4,821,212	5,232,776	6,211,435	978,659
SRF TIDA - SPECIAL REVENUE FUND	2,047,315	0	0	0	0
Fund Type: 8A Subtotals	4,541,195	4,821,212	5,232,776	6,211,435	978,659
Revenue Subtotals	5,167,525,261	5,162,801,802	5,278,282,298	6,141,754,422	863,472,124
Less Interfund and Intrafund Transfers	(1,063,127,603)	(702,266,806)	(762,771,058)	(902,995,370)	(140,224,312)
Net Revenues	4,104,397,658	4,460,534,996	4,515,511,240	5,238,759,052	723,247,812

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : A PUBLIC PROTECTION					
ADMIN SVCS - MEDICAL EXAMINER					
MEDICAL EXAMINER - ADMINISTRATION	683,776	740,443	740,443	967,744	227,301
MEDICAL EXAMINER - INVESTIGATIVE SERVICE	1,304,547	1,261,600	1,261,600	1,320,978	59,378
MEDICAL EXAMINER - MEDICAL SERVICES	1,448,486	2,196,242	2,196,242	2,022,582	(173,660)
ADMIN SVCS - MEDICAL EXAMINER	3,436,809	4,198,285	4,198,285	4,311,304	113,019
ADULT PROBATION					
ADMINISTRATION - ADULT PROBATION	2,999,414	2,864,194	3,000,180	2,009,476	(990,704)
COMMUNITY SERVICES	4,988,795	4,799,350	4,844,089	4,864,574	20,485
PRE-SENTENCING INVESTIGATION	1,730,207	2,154,668	2,154,668	2,138,503	(16,165)
ADULT PROBATION	9,718,416	9,818,212	9,998,937	9,012,553	(986,384)
DISTRICT ATTORNEY					
ADMINISTRATION - CRIMINAL & CIVIL	592,789	635,195	635,195	639,156	3,961
CAREER CRIMINAL PROSECUTION	645,559	683,518	683,518	689,932	6,414
CHILD ABDUCTION	555,734	550,303	550,303	645,983	95,680
FAMILY VIOLENCE PROGRAM	409,465	442,182	482,182	447,609	(34,573)
FELONY PROSECUTION	13,444,009	14,234,915	14,234,915	13,837,192	(397,723)
IPP/SUBPOENA PROGRAM	284,073	317,016	317,016	326,549	9,533
MISDEMEANOR PROSECUTION	1,836,789	1,952,317	1,952,317	1,723,776	(228,541)
SUPPORT SERVICES	2,338,810	2,566,511	2,566,511	2,689,622	123,111
WORK ORDERS & GRANTS	6,359,314	6,694,347	6,816,928	7,175,054	358,126
DISTRICT ATTORNEY	26,466,542	28,076,304	28,238,885	28,174,873	(64,012)
FIRE DEPARTMENT					
ADMINISTRATION-FIRE DEPARTMENT	10,358,697	13,029,336	13,029,337	10,235,414	(2,793,923)
FIRE AIRPORT	7,103,611	8,755,874	8,903,720	9,233,848	330,128
FIRE BUREAU OF TRAINING	2,121,296	12,545,943	12,545,943	12,837,359	291,416
FIRE INVESTIGATION	791,093	1,297,545	1,297,545	1,710,765	413,220
FIRE PORT FIREBOAT	1,149,913	1,552,588	1,663,289	1,506,600	(156,689)
FIRE PREVENTION	4,572,016	4,814,737	4,814,737	4,930,818	116,081
FIRE SUPPORT SERVICES	6,092,191	12,275,511	12,275,511	12,011,083	(264,428)
FIRE SUPPRESSION	146,199,891	143,137,658	143,137,658	152,393,075	9,255,417
WORK ORDER SERVICES	3,003,805	5,119,833	5,097,272	7,044,575	1,947,303
FIRE DEPARTMENT	181,392,513	202,529,025	202,765,012	211,903,537	9,138,525

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : A PUBLIC PROTECTION					
JUVENILE PROBATION					
ADMINISTRATION	4,883,987	5,370,423	5,370,423	5,857,047	486,624
CHILDREN'S BASELINE	1,641,671	1,827,925	1,859,845	1,709,411	(150,434)
CHILDREN'S FUND PROGRAMS	151,108	0	0	0	0
GRANT SERVICES	7,165	37,000	37,000	0	(37,000)
JUVENILE HALL	8,999,763	14,446,003	14,305,083	16,309,106	2,004,023
LOG CABIN RANCH	2,853,620	2,394,990	2,394,990	2,549,833	154,843
NON-CHILDREN'S FUND PROGRAMS	0	194,000	194,000	194,000	0
PROBATION SERVICES	10,479,358	10,970,152	10,855,402	10,954,870	99,468
JUVENILE PROBATION	29,016,672	35,240,493	35,016,743	37,574,267	2,557,524
POLICE					
AIRPORT POLICE	21,123,717	26,969,747	26,969,747	27,868,606	898,859
FINGERPRINT	817,156	2,691,500	2,691,500	2,000,000	(691,500)
NARCOTICS FORFEITURE	577,940	1,290,004	1,290,004	466,363	(823,641)
OFFICE OF CITIZEN COMPLAINTS	2,434,188	2,568,941	2,568,941	2,636,362	67,421
OPERATIONS AND ADMINISTRATION	53,231,387	44,189,739	44,429,963	39,919,465	(4,510,498)
PATROL	139,286,380	133,420,365	133,420,365	137,499,704	4,079,339
POLICE OPERATIONS	0	0	0	100,000	100,000
POLICE SERVICES	0	0	0	110,000	110,000
SAFE CONTRACT	567,861	592,314	592,314	615,567	23,253
SENIOR ESCORT SERVICE	1,022,084	1,436,958	1,436,958	1,495,220	58,262
SFPD-INVESTIGATIONS	38,105,401	26,750,642	26,951,714	27,596,936	645,222
SFPD-RECRUITMENT AND EXAMINATION PROGRAM	1,544,263	2,004,771	1,792,771	2,024,739	231,968
SPECIAL INVESTIGATIONS	12,300	9,222,753	9,222,753	9,271,800	49,047
SPECIAL OPERATIONS	305,731	21,585,829	21,585,829	21,823,876	238,047
TAXI ENFORCEMENT	777,234	1,107,000	1,107,000	1,125,000	18,000
VEHICLE THEFT ABATEMENT	491,093	150,000	521,331	151,459	(369,872)
WORK ORDER SERVICES	2,865,184	2,015,307	2,015,307	2,336,184	320,877
POLICE	263,161,919	275,995,870	276,596,497	277,041,281	444,784
PUBLIC DEFENDER					
CRIMINAL AND SPECIAL DEFENSE	11,922,530	12,814,079	12,836,545	12,656,658	(179,887)
GRANT SERVICES	338,820	55,023	208,164	57,774	(150,390)
PUBLIC DEFENDER	12,261,350	12,869,102	13,044,709	12,714,432	(330,277)

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : A PUBLIC PROTECTION					
SHERIFF					
ALTERNATIVE PROGRAMS	6,155,510	6,787,505	6,787,505	6,807,854	20,349
BESK CASE	2,867,698	2,872,824	2,872,824	2,847,423	(25,401)
CIVIL ENFORCEMENT	2,107,515	1,999,692	1,999,692	2,028,062	28,370
COUNTY JAIL 8 & 9	14,411,388	20,693,583	20,633,583	16,342,023	(4,291,560)
COURT SECURITY AND PROCESS	5,873,598	6,981,000	6,981,000	7,066,336	85,336
DEPARTMENTAL SERVICES	13,841,330	8,518,801	8,518,801	7,419,597	(1,099,204)
GRANT SERVICES	2,252,527	2,338,064	3,122,672	2,534,573	(588,099)
HALL OF JUSTICE JAILS	13,528,442	15,662,426	15,662,426	14,644,673	(1,017,753)
JAIL PROGRAMS	1,855,128	1,919,627	1,919,627	1,922,575	2,948
JAIL SERVICES	10,127,817	9,124,754	9,184,754	8,490,123	(694,631)
SAN BRUNO JAILS	12,065,294	16,114,514	16,114,514	18,179,605	2,065,091
SHERIFF ADMINISTRATION	1,088,565	1,593,897	1,593,897	1,300,043	(293,854)
SHF-RECRUITMENT & TRAINING	157,719	453,001	453,001	4,977,688	4,524,687
WORK ORDER SERVICES	1,908,959	1,433,769	1,484,361	1,665,804	181,443
SHERIFF	88,241,490	96,493,457	97,328,657	96,226,379	(1,102,278)
TRIAL COURTS					
COURT HOUSE DEBT SERVICE	3,905,840	5,192,223	5,192,223	4,492,114	(700,109)
DISPUTE RESOLUTION PROGRAM	366,031	422,573	462,253	401,500	(60,753)
DISTRICT ATTORNEY CHILD SUPPORT SERVICES	1,071,964	1,225,791	1,225,791	1,471,606	245,815
INDIGENT DEFENSE/GRAND JURY	6,417,130	6,569,430	6,569,430	7,010,430	441,000
TRIAL COURT SERVICES	25,065,116	25,174,436	25,247,576	25,195,378	(52,198)
TRIAL COURTS	36,826,081	38,584,453	38,697,273	38,571,028	(126,245)
Service Area : A Subtotals					
	650,521,792	703,805,201	705,884,998	715,529,654	9,644,656

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : B PUBLIC WORKS, TRANSPORTATION & COMMERCE					
AIRPORT COMMISSION					
ADMINISTRATION, BUSINESS	260,394,788	327,166,590	330,328,548	470,588,282	140,259,734
FACILITIES MAINTENANCE, CONSTRUCTION	74,713,821	99,861,399	96,699,443	98,161,884	1,462,441
SAFETY & SECURITY	45,008,130	65,115,813	65,115,813	67,182,893	2,067,080
AIRPORT COMMISSION	380,116,739	492,143,802	492,143,804	635,933,059	143,789,255
BOARD OF APPEALS					
APPEALS PROCESSING	332,266	366,556	439,920	431,406	(8,514)
BOARD OF APPEALS	332,266	366,556	439,920	431,406	(8,514)
BUSINESS AND ECONOMIC DEVELOPMENT					
ECONOMIC DEVELOPMENT	2,137,741	10,066,278	10,066,278	2,446,870	(7,619,408)
FINANCE & LEGISLATIVE AFFAIRS	161,003	176,039	176,039	187,193	11,154
OFFICE OF SMALL BUSINESS AFFAIRS	427,721	588,936	588,936	620,707	31,771
SEISMIC SAFETY LOAN PROGRAM	27,652	382,394	382,394	394,054	11,660
TREASURE ISLAND	6,011,321	8,382,083	8,793,647	9,481,055	687,408
BUSINESS AND ECONOMIC DEVELOPMENT	8,765,438	19,595,730	20,007,294	13,129,879	(6,877,415)
CLEAN WATER					
WATER POLLUTION CONTROL	165,948,318	158,814,008	167,944,286	181,241,942	13,297,656
CLEAN WATER	165,948,318	158,814,008	167,944,286	181,241,942	13,297,656
DEPARTMENT OF BUILDING INSPECTION					
DBI - ADMINISTRATION SERVICES	4,019,424	7,117,511	7,117,511	5,597,005	(1,520,506)
DBI - INSPECTION SERVICES	13,657,403	15,074,297	15,074,297	16,044,180	969,883
DBI - PERMIT SERVICES	10,798,993	12,106,411	12,106,411	13,369,585	1,263,174
DEPARTMENT OF BUILDING INSPECTION	28,475,820	34,298,219	34,298,219	35,010,770	712,551

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : B PUBLIC WORKS, TRANSPORTATION & COMMERCE					
DEPARTMENT OF PUBLIC WORKS					
ARCHITECTURE	3,023,628	3,354,998	2,029,976	3,533,722	1,503,746
BUILDING REPAIR AND MAINTENANCE	26,997,230	30,240,693	30,997,983	32,575,989	1,578,006
CITY CAPITAL PROJECTS	20,598,875	5,454,262	6,660,776	21,779,541	15,118,765
CONSTRUCTION MANAGEMENT SERVICES	7,321,452	4,259,090	6,270,517	4,746,722	(1,523,795)
DISABILITY ACCESS	0	0	25,000	0	(25,000)
DPW BUREAU OVERHEAD PROGRAM	2,251,039	0	0	0	0
DPW GENERAL ADMINISTRATION	10,199,865	12,129,864	10,710,288	12,978,242	2,267,954
DPW INTERDEPARTMENT WORK ORDER PROGRAM	11,149,924	0	6,573,902	0	(6,573,902)
ENGINEERING	9,508,382	5,821,884	4,352,043	5,923,320	1,571,277
LAGUNA HONDA - LONG TERM CARE	1,284,262	0	0	0	0
MAPPING	984,397	0	1,000	0	(1,000)
MOSCONE EXPANSION PROJECT	6,667,580	0	0	0	0
SFGH - ACUTE CARE - HOSPITAL	49,641	0	0	0	0
STREET AND SEWER REPAIR	10,823,448	17,943,073	16,255,432	20,208,867	3,953,435
STREET ENVIRONMENTAL SERVICES	29,093,321	36,479,065	36,883,221	40,432,949	3,549,728
STREET USE MANAGEMENT	8,488,792	10,339,888	9,440,658	10,818,650	1,377,992
DEPARTMENT OF PUBLIC WORKS	148,441,836	126,022,817	130,200,796	152,998,002	22,797,206
EMERGENCY COMMUNICATIONS DEPARTMENT					
911 PROJECT	13,025,359	14,114,310	14,114,310	11,968,905	(2,145,405)
CITYWIDE RADIO SYSTEM	4,920,869	841,964	841,964	31,095	(810,869)
EMERGENCY COMMUNICATIONS	14,852,829	16,962,473	16,962,474	19,103,705	2,141,231
EMERGENCY COMMUNICATIONS DEPARTMENT	32,799,057	31,918,747	31,918,748	31,103,705	(815,043)
HETCH HETCHY					
HETCH HETCHY CAPITAL PROJECTS	3,211,340	19,160,000	19,178,511	36,955,000	17,776,489
WATER CAPITAL PROJECTS	0	0	0	1,200,000	1,200,000
WATER SUPPLY & POWER OPERATIONS	103,520,752	99,505,582	102,456,582	99,232,211	(3,224,371)
HETCH HETCHY	106,732,092	118,665,582	121,635,093	137,387,211	15,752,118
LIGHT, HEAT AND POWER					
UTILITY SERVICES	49,829,482	59,162,325	59,208,308	94,021,576	34,813,268
LIGHT, HEAT AND POWER	49,829,482	59,162,325	59,208,308	94,021,576	34,813,268

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : B PUBLIC WORKS, TRANSPORTATION & COMMERCE					
MUNICIPAL TRANSPORTATION AGENCY					
MRD-CAPITAL PLANG & LEGISLATIVE (CPLA)	700,028	1,834,756	1,834,756	1,786,228	(48,528)
MRD-CHIEF OPERATING OFFICER DIV (COO)	14,947,885	11,750,381	11,750,381	22,396,936	10,646,555
MRD-CONSTRUCTION DIVISION (CONST)	7,180,732	5,356,565	5,953,184	3,639,207	(2,313,977)
MRD-FINANCE AND ADMINISTRATION DIV(F&A)	59,551,614	47,851,499	47,939,861	61,706,024	13,766,163
MRD-HUMAN RESOURCES DIVISION (HR)	423,517	21,428,377	21,921,377	26,593,896	4,672,519
MRD-MAINTENANCE DIVISION (MAINT)	51,793,253	46,149,181	46,349,181	123,591,184	77,242,003
MRD-MUNICIPAL RAILWAY EXEC OFFICE (MREO)	24,981,391	17,942,532	17,970,753	20,740,211	2,769,458
MRD-OPERATIONS DIVISION (OP)	207,145,227	212,410,357	218,944,443	248,583	(218,695,860)
MRD-SAFETY, SECURITY & TRAINING DIV(SST)	6,799,099	15,834,255	15,522,411	15,988,137	465,726
MRD-TRANSPORTATION DIVISION (TRAN)	19,448,921	21,860,480	22,693,776	178,231,834	155,538,058
MUNICIPAL TRANSPORTATION AGENCY	392,971,667	402,418,383	410,880,123	454,922,240	44,042,117
PARKING AND TRAFFIC COMMISSION					
DEPARTMENTAL ADMINISTRATION	3,742,475	3,756,371	3,779,636	3,835,729	56,093
ENFORCEMENT	23,141,580	25,801,661	25,864,634	26,651,143	786,509
PARKING	7,943,639	13,456,541	13,483,276	7,032,732	(6,450,544)
PARKING CITATION DIVISION	11,029,578	10,313,867	10,250,894	10,533,783	282,889
RESIDENTIAL PERMIT PARKING	714,541	871,889	871,889	932,981	61,092
TRAFFIC ENGINEERING & OPERATION	11,188,622	10,862,108	10,905,356	13,388,591	2,483,235
PARKING AND TRAFFIC COMMISSION	57,760,435	65,062,437	65,155,685	62,374,959	(2,780,726)
PORT					
PORT - FACILITIES & OPERATIONS	16,168,530	22,522,473	26,699,312	48,125,891	21,426,579
PORT - FINANCE & ADMINISTRATION	17,476,045	19,587,630	19,587,630	29,399,483	9,811,853
PORT - MARITIME	1,276,385	1,476,189	1,476,189	1,577,187	100,998
PORT - PLANNING & DEVELOPMENT	1,420,203	1,970,047	1,970,047	2,008,045	37,998
PORT - REAL ESTATE & ASSET MANAGEMENT	5,455,337	5,488,820	5,488,820	8,011,029	2,522,209
PORT	41,796,500	51,045,159	55,221,998	89,121,635	33,899,637

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : B PUBLIC WORKS, TRANSPORTATION & COMMERCE					
PUBLIC UTILITIES COMMISSION					
CUSTOMER SERVICES	9,288,095	9,476,057	9,456,638	9,514,623	57,985
ENVIRONMENTAL REGULATION AND MANAGEMENT	5,204,118	5,679,049	782,976	5,718,495	4,935,519
HETCH HETCHY CAPITAL PROJECTS	7,185,138	0	0	0	0
PUC ENGINEERING	12,427,167	22,819,779	22,933,129	22,665,729	(267,400)
PUC FINANCE	3,772,239	4,748,472	4,740,998	5,499,979	758,981
PUC GENERAL MANAGEMENT	8,838,462	8,444,745	6,314,523	9,360,178	3,045,655
PUC LAND MANAGEMENT	768,436	998,358	0	983,297	983,297
PUC MANAGEMENT INFORMATION	6,651,902	8,520,958	8,528,877	8,169,845	(359,032)
PUC PERSONNEL	3,049,249	3,729,455	3,792,355	3,733,621	(58,734)
PUC SYSTEM PLANNING/REGULATORY CONTROL	1,738,856	2,040,874	2,040,874	1,897,458	(143,416)
PUC-LONG RANGE PLANNING & POLICY	0	0	0	788,007	788,007
WATER CAPITAL PROJECTS	20,325,791	0	(308,435)	0	308,435
WATER FACILITIES MAINTENANCE PROJECTS	461,544	0	323,137	0	(323,137)
WATER POLLUTION CONTROL	173,646	0	0	0	0
WATER PROGRAMMATIC PROJECTS	346,971	2,059,000	2,056,000	0	(2,056,000)
WATER QUALITY	12,704,968	13,776,376	2,424,906	14,082,871	11,657,965
PUBLIC UTILITIES COMMISSION	92,936,582	82,293,123	63,085,978	82,414,103	19,328,125
TELECOMMUNICATIONS & INFORMATION SVCS					
ADMINISTRATION	20,151,064	20,239,393	21,261,993	22,923,296	1,661,303
CABLE TELEVISION ACCESS	127,118	130,000	130,000	0	(130,000)
OPERATIONS & INFRASTRUCTURE	28,908,744	29,691,729	25,748,061	30,068,007	4,319,946
POLICY & PLANNING	3,431,229	2,866,968	3,047,717	2,564,208	(483,509)
TECHNOLOGY SERVICES	19,255,931	18,136,661	21,235,766	22,102,490	866,724
TELECOMMUNICATIONS & INFORMATION SVCS	71,874,086	71,064,751	71,423,537	77,658,001	6,234,464
WATER DEPARTMENT					
CITY DISTRIBUTION	45,437,435	63,017,983	47,205,570	73,986,246	26,780,676
SUPPLY & TREATMENT	47,022,367	46,848,439	46,900,940	44,633,617	(2,267,323)
WATER CAPITAL PROJECTS	41,353,898	131,080,700	147,961,831	223,667,450	75,705,619
WATER FACILITIES MAINTENANCE PROJECTS	4,363,175	0	10,121,863	0	(10,121,863)
WATER GENERAL	20,330,994	19,037,000	19,037,000	19,037,000	0
WATER DEPARTMENT	158,507,869	259,984,122	271,227,204	361,324,313	90,097,109
Service Area : B Subtotals					
	1,737,288,187	1,972,855,761	1,994,790,993	2,409,072,801	414,281,808

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : C HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT					
ADULT AND AGING SERVICES					
ACCESS TO SERVICES	1,742,774	1,671,891	1,671,891	2,405,130	733,239
ADMINISTRATION	0	109,226	109,226	1,787,740	1,678,514
ADULT SERVICES	0	0	0	3,403,262	3,403,262
COMMISSION ON THE AGING	2,097,660	1,941,306	1,941,306	1,338,413	(602,893)
COUNTY VETERANS SERVICES	238,790	256,068	256,068	287,410	31,342
MENTAL HEALTH CONSERVATOR SERVICES	0	1,536,922	1,536,922	1,669,611	132,689
PUBLIC ADMINISTRATOR/GUARDIAN	3,402,995	4,157,978	4,157,978	3,777,709	(380,269)
SENIOR CENTRAL DEVELOPMENT	1,249,607	1,500,372	3,500,372	1,484,314	(2,016,058)
SENIORS INDEPENDENT	6,536,533	7,473,258	7,743,724	6,800,980	(942,744)
SERVICES TO FRAIL ELDERS	4,856,477	4,952,475	4,952,475	5,006,151	53,676
ADULT AND AGING SERVICES	20,124,836	23,599,496	25,869,962	27,960,720	2,090,758
CHILD SUPPORT SERVICES					
CASES CONSORTIUM	4,718,601	7,960,799	8,206,099	10,817,353	2,611,254
CHILD SUPPORT SERVICES PROGRAM	10,213,576	11,890,308	12,425,845	13,475,089	1,049,244
CHILD SUPPORT SERVICES	14,932,177	19,851,107	20,631,944	24,292,442	3,660,498
CHILDREN AND FAMILIES COMMISSION					
CHILDREN AND FAMILIES PROGRAM	120,259	12,866,600	12,884,860	8,273,810	(4,611,050)
CHILDREN AND FAMILIES COMMISSION	120,259	12,866,600	12,884,860	8,273,810	(4,611,050)
CHILDREN, YOUTH & THEIR FAMILIES					
CHILDREN'S BASELINE	3,854,913	6,781,089	6,876,861	7,642,592	765,731
CHILDREN'S FUND PROGRAMS	15,751,126	20,285,895	20,285,895	23,883,497	3,597,602
NON-CHILDREN'S FUND PROGRAMS	2,924,790	3,006,335	2,720,830	3,796,499	1,075,669
CHILDREN, YOUTH & THEIR FAMILIES	22,530,829	30,073,319	29,883,586	35,322,588	5,439,002
DEPARTMENT OF THE STATUS OF WOMEN					
CHILDREN'S BASELINE	0	165,997	273,031	273,031	0
COMMISSION ON STATUS OF WOMEN	2,429,040	2,396,109	2,212,872	2,191,515	(21,357)
DOMESTIC VIOLENCE PROGRAM	219,527	184,000	184,000	184,000	0
DEPARTMENT OF THE STATUS OF WOMEN	2,648,567	2,746,106	2,669,903	2,648,546	(21,357)
ENVIRONMENT					
COMMUTE ASSISTANCE	243,202	0	55,000	0	(55,000)
ENVIRONMENT	533,768	1,578,034	1,578,034	1,841,323	263,289
ENVIRONMENT	776,970	1,578,034	1,633,034	1,841,323	208,289
HUMAN RIGHTS COMMISSION					
HUMAN RIGHTS COMMISSION	3,866,373	4,319,392	4,279,392	4,464,296	184,904
HUMAN RIGHTS COMMISSION	3,866,373	4,319,392	4,279,392	4,464,296	184,904

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : C HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT					
HUMAN SERVICES					
ADMINISTRATIVE SUPPORT	39,828,085	45,541,426	45,541,426	52,026,349	6,484,923
ADULT SERVICES	48,913,232	57,786,811	57,786,811	62,210,093	4,423,282
CAAP	45,121,175	44,129,547	43,516,336	50,826,437	7,310,101
CALWORKS	85,957,748	94,807,015	94,723,015	93,365,387	(1,357,628)
CHILDREN'S BASELINE	6,054,548	12,341,492	12,341,492	11,374,282	(967,210)
EMPLOYMENT & TRAINING SERVICE	7,499,007	15,362,512	13,346,512	6,783,857	(6,562,655)
FAMILY AND CHILDREN SERVICE	90,296,870	97,783,005	97,783,005	94,654,222	(3,128,783)
FOOD STAMPS	8,764,728	10,564,568	10,564,568	10,392,101	(172,467)
HOUSING & HOMELESS PROGRAMS	30,753,186	22,867,053	27,304,812	24,145,158	(3,159,654)
MEDI-CAL	14,266,968	23,284,404	23,284,404	19,271,355	(4,013,049)
PROGRAM SUPPORT	6,784,448	6,889,212	6,889,212	7,113,758	224,546
REFUGEE RESETTLEMENT PROGRAM	1,693,516	0	2,100,000	1,279,626	(820,374)
STATE SPECIAL PROJECTS	1,493,325	7,940,287	7,940,287	3,002,368	(4,937,919)
HUMAN SERVICES	387,426,836	439,297,332	443,121,880	436,444,993	(6,676,887)
RENT ARBITRATION BOARD					
RENT BOARD	3,234,783	3,283,672	3,606,743	3,055,286	(551,457)
RENT ARBITRATION BOARD	3,234,783	3,283,672	3,606,743	3,055,286	(551,457)
Service Area : C Subtotals	455,661,630	537,615,058	544,581,304	544,304,004	(277,300)

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : D COMMUNITY HEALTH					
COMMUNITY HEALTH NETWORK					
CHILDREN'S BASELINE	13,064,435	12,431,706	12,431,706	16,003,321	3,571,615
FORENSICS - AMBULATORY CARE	22,990,752	22,084,599	22,084,599	23,683,646	1,599,047
HEALTH AT HOME	3,683,368	4,661,271	4,608,221	5,016,930	408,709
LAGUNA HONDA - LONG TERM CARE	124,377,063	129,498,338	129,576,676	164,597,275	35,020,599
LAGUNA HONDA HOSP - ACUTE CARE	1,599,490	1,677,671	1,677,671	1,754,115	76,444
LAGUNA HONDA HOSP - COMM SUPPORT CARE	915,791	1,032,137	1,032,137	1,085,569	53,432
PRIMARY CARE - AMBU CARE - HEALTH CNTRS	34,886,568	36,985,764	36,654,373	41,891,731	5,237,358
PRIMARY CARE - COMM SUPP - IHSS	694,285	747,698	747,698	785,083	37,385
SFGH - ACUTE CARE - FORENSICS	1,774,104	2,088,670	2,088,670	2,188,430	99,760
SFGH - ACUTE CARE - HOSPITAL	246,549,489	268,559,788	267,838,830	275,566,418	7,727,588
SFGH - ACUTE CARE - PSYCHIATRY	27,017,739	23,097,419	24,297,419	24,142,854	(154,565)
SFGH - AMBU CARE - ADULT MED HLTH CNTR	4,340,395	3,096,796	3,096,796	3,363,057	266,261
SFGH - AMBU CARE - FAMILY HEALTH CENTER	2,882,462	1,905,541	1,905,541	1,991,915	86,374
SFGH - AMBU CARE - METHADONE CLINIC	981,367	1,644,929	1,644,929	1,695,192	50,263
SFGH - AMBU CARE - OCCUPATIONAL HEALTH	1,384,577	1,651,380	1,651,380	1,717,739	66,359
SFGH - AMBU CARE - WOMEN'S HEALTH CENTER	3,417,543	2,153,712	2,303,712	2,129,583	(174,129)
SFGH - EMERGENCY - EMERGENCY	12,456,343	11,362,209	11,362,209	12,423,296	1,061,087
SFGH - EMERGENCY - PSYCHIATRIC SERVICES	4,197,943	4,228,456	4,228,456	4,377,468	149,012
SFGH - LONG TERM CARE - RF PSYCHIATRY	10,743,159	14,191,367	14,191,367	14,798,240	606,873
COMMUNITY HEALTH NETWORK	517,956,873	543,099,451	543,422,390	599,211,862	55,789,472

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : D COMMUNITY HEALTH					
PUBLIC HEALTH					
CENTRAL ADMINISTRATION	81,844,360	116,159,584	116,232,496	117,211,618	979,122
CHILDREN'S BASELINE	20,553,579	23,754,408	24,496,568	25,060,437	563,869
CHILDREN'S FUND PROGRAMS	324,468	0	0	0	0
COMM HLTH - ADMINISTRATION	8,934,163	10,552,618	10,741,534	11,621,856	880,322
COMM HLTH - COMM SUPPORT - HOUSING	4,587,594	5,732,880	6,211,135	8,410,406	2,199,271
COMM HLTH - COMMUNITY SUPPORT - EAP	486,344	417,739	188,588	563,076	374,488
COMM HLTH - PREVENTION - AIDS	25,752,602	60,412,516	64,037,697	64,917,367	879,670
COMMUNITY HEALTH - EMSA	1,793,195	1,568,146	1,633,886	1,772,760	138,874
COMMUNITY HEALTH - OSH	1,182,670	1,369,922	1,369,922	1,297,255	(72,667)
COMMUNITY HEALTH - BEHM	12,389,160	10,105,119	10,120,875	10,765,147	644,272
COMMUNITY HEALTH - DISEASE CONTROL/AIDS	52,917,144	17,618,209	18,636,792	18,535,172	(101,620)
COMMUNITY HEALTH - HEALTH EDUCATION	2,162,546	4,321,973	4,376,161	4,276,883	(99,278)
COMMUNITY HEALTH - MATERNAL & CHILD HLTH	9,031,472	11,606,726	10,826,564	11,795,126	968,562
MENTAL HEALTH - ACUTE CARE	5,448,919	5,689,412	5,689,412	5,228,159	(461,253)
MENTAL HEALTH - CHILDREN'S PROGRAM	5,981,111	10,431,634	11,875,276	10,731,855	(1,143,421)
MENTAL HEALTH - COMMUNITY CARE	84,963,031	90,015,323	91,277,880	97,311,825	6,033,945
MENTAL HEALTH - COMMUNITY SUPPORT	2,133,029	2,667,410	2,667,410	2,755,044	87,634
MENTAL HEALTH - EARLY INTERVENTION	155,833	155,833	155,833	162,988	7,155
MENTAL HEALTH - EMERGENCY CARE	810,338	1,100,824	1,100,824	1,137,403	36,579
MENTAL HEALTH - LONG TERM CARE	13,216,495	13,325,662	13,325,662	13,469,741	144,079
NON-CHILDREN'S FUND PROGRAMS	0	335,581	335,581	351,972	16,391
SUBSTANCE ABUSE	1,279,826	1,232,561	1,221,227	1,232,561	11,334
SUBSTANCE ABUSE - ACUTE CARE	1,860,089	2,623,090	2,623,090	2,623,090	0
SUBSTANCE ABUSE - COMMUNITY CARE	46,015,314	43,658,474	45,163,884	54,671,213	9,507,329
SUBSTANCE ABUSE - COMMUNITY SUPPORT	2,219,941	1,380,282	1,380,282	1,380,282	0
SUBSTANCE ABUSE - EARLY INTERVENTION	1,146,977	1,953,618	1,953,618	1,953,618	0
DEPARTMENTAL TRANSFER ADJUSTMENT	(98,224,658)	(98,224,658)	(98,224,658)	(98,224,658)	0
PUBLIC HEALTH	288,965,542	339,964,886	349,417,539	371,012,196	21,594,657
Service Area : D Subtotals	806,922,415	883,064,337	892,839,929	970,224,058	77,384,129

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : E CULTURE & RECREATION					
ACADEMY OF SCIENCES					
ACADEMY OF SCIENCES	2,076,605	2,064,610	2,064,610	2,168,685	104,075
ACADEMY OF SCIENCES	2,076,605	2,064,610	2,064,610	2,168,685	104,075
ADMIN SVCS - CONVENTION FACILITIES MGMT					
BUILDING OPERATIONS	3,350,634	5,296,026	5,296,026	6,285,931	989,905
CONVENTION FACILITIES PROGRAM MANAGEMENT	78,802,934	67,949,744	67,949,744	51,507,165	(16,442,579)
GRANTS FOR THE ARTS	0	0	250,000	0	(250,000)
MOSCONE EXPANSION PROJECT	0	0	0	28,656,424	28,656,424
ADMIN SVCS - CONVENTION FACILITIES MGMT	82,153,568	73,245,770	73,495,770	86,449,520	12,953,750
ART COMMISSION					
ART COMMISSION - ADMINISTRATION	844,252	937,108	2,437,108	1,032,300	(1,404,808)
CIVIC COLLECTION	140,312	69,600	69,600	163,000	93,400
COMMUNITY ARTS & EDUCATION	2,514,446	2,780,602	3,053,205	3,078,618	25,413
CULTURAL EQUITY	1,548,744	2,045,925	2,045,925	2,386,022	340,097
GALLERY	14,120	0	15,000	15,000	0
MUNICIPAL SYMPHONY CONCERTS	889,144	889,144	925,926	925,926	0
PUBLIC ART	517,922	541,472	541,507	654,891	113,384
STREET ARTISTS	158,261	146,766	146,766	156,317	9,551
ART COMMISSION	6,627,201	7,410,617	9,235,037	8,412,074	(822,963)
ASIAN ART MUSEUM					
ASIAN ART MUSEUM	2,129,796	1,872,062	2,158,195	3,449,262	1,291,067
ASIAN ART MUSEUM	2,129,796	1,872,062	2,158,195	3,449,262	1,291,067
COUNTY EDUCATION OFFICE					
CHILDREN'S BASELINE	600,000	2,564,125	2,563,000	2,563,000	0
COUNTY EDUCATION SERVICES	1,120,190	64,279	64,279	65,932	1,653
COUNTY EDUCATION OFFICE	1,720,190	2,628,404	2,627,279	2,628,932	1,653
FINE ARTS MUSEUM					
ADMISSIONS	2,397,447	2,038,000	2,796,660	1,227,800	(1,568,860)
OPER & MAINT OF MUSEUMS	6,222,278	5,865,810	5,880,810	5,810,834	(69,976)
FINE ARTS MUSEUM	8,619,725	7,903,810	8,677,470	7,038,634	(1,638,836)
LAW LIBRARY					
LAW LIBRARY	399,432	414,541	414,541	490,912	76,371
LAW LIBRARY	399,432	414,541	414,541	490,912	76,371

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : E CULTURE & RECREATION					
PUBLIC LIBRARY					
AUTOMATION	3,322,174	2,243,091	2,296,936	2,501,486	204,550
BRANCH PROGRAM	9,327,481	11,394,386	11,458,316	32,925,898	21,467,582
CHILDREN'S BASELINE	4,276,593	4,320,976	5,227,454	5,603,027	375,573
CHILDREN'S FUND PROGRAMS	371,165	0	0	0	0
COMMUNITY ARTS & EDUCATION	27,570	0	310,718	0	(310,718)
INFORMATION AND RESOURCE MANAGEMENT	4,055,069	5,121,196	5,649,666	5,011,383	(638,283)
LIBRARY ADMINISTRATION	4,018,885	2,544,394	2,458,618	2,689,922	231,304
MAIN PROGRAM	10,084,051	11,541,099	11,282,099	15,252,647	3,970,548
NON-CHILDREN'S FUND PROGRAMS	0	450,463	434,214	452,237	18,023
OPERATIONS AND MAINTENANCE	7,022,868	6,917,887	6,843,760	6,811,013	(32,747)
PUBLIC AFFAIRS	775,976	894,149	894,149	993,235	99,086
TECHNICAL SERVICES	3,331,979	3,392,125	3,392,125	3,645,778	253,653
PUBLIC LIBRARY	46,613,811	48,819,766	50,248,055	75,886,626	25,638,571
RECREATION AND PARK COMMISSION					
3COM PARK	5,052,065	2,928,779	2,928,779	3,230,200	301,421
CHILDREN'S BASELINE	12,767,765	12,804,091	12,804,091	13,254,516	450,425
CHILDREN'S FUND PROGRAMS	246,915	0	0	0	0
DEPT'L ADMIN-BUSINESS OFFICE	20,870,582	11,694,290	11,684,290	12,432,126	747,836
DEVELOPMENT & PLANNING	0	0	0	2,400,000	2,400,000
FAMILY CAMP OPERATIONS	709,714	684,014	684,014	688,852	4,838
GOLDEN GATE PARK	8,319,301	8,399,499	8,489,372	14,422,541	5,933,169
MAINT & OPER OF GOLF COURSE	2,825,792	2,936,021	2,936,021	3,303,044	367,023
MARINA YACHT HARBOR	2,150,106	2,612,140	2,612,140	2,212,758	(399,382)
NEIGHBORHOOD SERVICES	29,337,814	38,107,900	38,066,900	56,745,929	18,679,029
NON-CHILDREN'S FUND PROGRAMS	0	246,915	246,915	272,244	25,329
STRUCTURAL MAINTENANCE	7,549,053	7,764,832	7,764,832	8,104,720	339,888
TURF MANAGEMENT	2,247,283	10,846,883	10,896,883	2,256,280	(8,640,603)
URBAN FORESTRY	1,833,887	2,081,675	2,081,675	2,276,858	195,183
ZOO OPERATIONS	6,892,655	24,208,506	24,208,506	20,459,275	(3,749,231)
RECREATION AND PARK COMMISSION	100,802,932	125,315,545	125,404,418	142,059,343	16,654,925
WAR MEMORIAL					
OPERATIONS & MAINTENANCE	10,756,882	10,757,126	11,308,197	11,822,637	514,440
WAR MEMORIAL	10,756,882	10,757,126	11,308,197	11,822,637	514,440
Service Area : E Subtotals	261,900,142	280,432,251	285,633,572	340,406,625	54,773,053

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : F GENERAL ADMINISTRATION & FINANCE					
ADMIN SVCS - ANIMAL CARE & CONTROL					
ANIMAL WELFARE	2,640,519	2,855,547	2,855,547	3,053,984	198,437
ADMIN SVCS - ANIMAL CARE & CONTROL	2,640,519	2,855,547	2,855,547	3,053,984	198,437
ADMIN SVCS - CONSUMER ASSURANCE					
AG WTS & MEASURES INSPECTION	1,527,235	1,582,166	1,645,666	1,856,238	210,572
ADMIN SVCS - CONSUMER ASSURANCE	1,527,235	1,582,166	1,645,666	1,856,238	210,572
ADMIN SVCS - OFFICE OF CONTRACT ADMIN					
CONTRACT ADMINISTRATION	0	0	129,667	1,440,097	1,310,430
PROCUREMENT SERVICES	3,337,751	3,265,372	3,615,372	3,631,862	16,490
ADMIN SVCS - OFFICE OF CONTRACT ADMIN	3,337,751	3,265,372	3,745,039	5,071,959	1,326,920
ADMINISTRATIVE SERVICES					
1660 MISSION STREET BUILDING	1,702,290	1,957,413	1,957,413	2,313,813	356,400
25 VAN NESS BUILDING	2,607,466	2,404,190	2,404,190	2,404,190	0
30 VAN NESS BUILDING	0	0	0	39,863,893	39,863,893
555 SEVENTH STREET BUILDING	8,442,520	834,774	834,774	960,000	125,226
CENTRAL SHOPS	15,718,931	16,097,727	16,152,657	16,916,096	763,439
CITY ADMINISTRATOR SUPPORT	627,202	345,021	345,021	336,550	(8,471)
COUNTY CLERK SERVICES	524,326	618,098	618,098	608,066	(10,032)
DISABILITY ACCESS	1,018,792	1,824,029	1,844,029	4,824,029	2,980,000
MANAGEMENT/ADMINISTRATION	4,817,956	2,874,455	2,966,902	2,802,015	(164,887)
MOSCONE EXPANSION PROJECT	232,576	0	0	0	0
REAL ESTATE WORK ORDERS	5,168,180	4,578,495	7,770,169	6,526,641	(1,243,528)
REAL ESTATE-GENERAL FUND	354,834	355,053	355,053	355,554	501
REPRODUCTION SERVICES	5,824,224	5,401,318	5,578,355	5,499,038	(79,317)
RISK MANAGEMENT / GENERAL	2,531,978	5,185,700	5,185,700	6,553,820	1,368,120
SOLID WASTE MANAGEMENT	3,393,351	4,111,683	4,342,746	5,000,000	657,254
ADMINISTRATIVE SERVICES	52,964,626	46,587,956	50,355,107	94,963,705	44,608,598
ASSESSOR / RECORDER					
PERSONAL PROPERTY	2,005,659	2,217,145	2,142,827	2,179,033	36,206
REAL PROPERTY	3,160,654	3,073,189	2,978,137	3,020,587	42,450
RECORDER	1,925,626	2,009,051	2,009,051	2,008,099	(952)
TAX ASSESSMENT	4,153,049	3,191,846	3,990,896	3,095,369	(895,527)
TECHNICAL SERVICES	1,063,445	1,383,970	1,225,883	1,302,381	76,498
ASSESSOR / RECORDER	12,308,433	11,875,201	12,346,794	11,605,469	(741,325)

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : F GENERAL ADMINISTRATION & FINANCE					
BOARD OF SUPERVISORS					
BOARD OF SUPERVISORS	8,054,166	8,421,826	8,434,117	8,159,090	(275,027)
CHILDREN'S BASELINE	168,143	225,841	225,841	228,102	2,261
LOCAL AGENCY FORMATION	0	0	754,250	0	(754,250)
SUNSHINE ORDINANCE TASK FORCE	0	157,127	144,836	179,597	34,761
BOARD OF SUPERVISORS	8,222,309	8,804,794	9,559,044	8,566,789	(992,255)
CITY ATTORNEY					
CITY ATTORNEY LEGAL INITIATIVES	835,309	0	0	950,000	950,000
CLAIMS	2,424,850	4,063,853	4,063,853	4,198,875	135,022
LEGAL SERVICE	40,388,901	35,861,820	36,529,820	37,872,460	1,342,640
CITY ATTORNEY	43,649,060	39,925,673	40,593,673	43,021,335	2,427,662
CITY PLANNING					
ADMINISTRATION/PLANNING	2,208,406	3,250,785	3,245,680	2,810,702	(434,978)
CURRENT PLANNING	6,667,435	6,626,189	6,631,294	7,662,129	1,030,835
LONG RANGE PLANNING	2,412,427	3,942,806	3,642,384	3,995,434	153,050
CITY PLANNING	11,288,268	13,819,780	13,719,358	14,468,265	748,907
CIVIL SERVICE COMMISSION					
CIVIL SERVICE COMMISSION	644,445	762,953	762,953	744,872	(18,081)
CIVIL SERVICE COMMISSION	644,445	762,953	762,953	744,872	(18,081)
CONTROLLER					
ACCOUNTING OPERATIONS AND SYSTEMS	9,856,312	10,102,206	10,102,206	10,110,152	7,946
AUDITS	1,625,174	2,365,549	2,365,549	2,376,226	10,677
MANAGEMENT, BUDGET AND ANALYSIS	3,126,718	4,184,564	4,184,564	4,348,757	164,193
PAYROLL AND PERSONNEL SERVICES	5,793,015	5,924,753	5,924,753	5,692,381	(232,372)
CONTROLLER	20,401,219	22,577,072	22,577,072	22,527,516	(49,556)
ELECTIONS					
ELECTIONS	6,374,085	10,418,605	12,830,492	8,471,292	(4,359,200)
ELECTIONS	6,374,085	10,418,605	12,830,492	8,471,292	(4,359,200)
ETHICS COMMISSION					
ETHICS COMMISSION	580,165	902,789	727,787	742,164	14,377
ETHICS COMMISSION	580,165	902,789	727,787	742,164	14,377

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : F GENERAL ADMINISTRATION & FINANCE					
HUMAN RESOURCES					
ADMINISTRATION	2,756,194	3,479,748	3,479,748	4,147,926	668,178
EMPLOYEE RELATIONS	2,297,829	3,037,826	3,434,106	2,110,481	(1,323,625)
EQUAL EMPLOYMENT OPPORTUNITY	684,255	683,820	685,320	678,425	(6,895)
HEALTH SERVICE SYSTEM	5,522,423	6,422,324	6,558,262	6,551,534	(6,728)
MANAGEMENT INFORMATION SYSTEM	4,031,271	4,626,556	5,126,556	4,151,787	(974,769)
MERIT SERVICE SYSTEM	3,111,714	3,236,707	3,236,707	3,356,410	119,703
TRAINING & ORGANIZATION DEVELOPMENT	379,094	531,662	531,662	384,446	(147,216)
WORKERS COMPENSATION	49,874,159	44,879,633	44,879,633	45,759,078	879,445
HUMAN RESOURCES	68,656,939	66,898,276	67,931,994	67,140,087	(791,907)
MAYOR					
AFFORDABLE HOUSING	14,877,521	20,000,000	20,006,165	40,000,000	19,993,835
ASSISTANCE & NEIGHBORHOOD OUTREACH	1,313,157	1,575,028	1,575,028	1,347,507	(227,521)
CITY ADMINISTRATION	4,548,528	5,559,726	5,559,726	4,841,408	(718,318)
COMMUNITY DEVELOPMENT	5,659,008	290,000	4,173,902	400,000	(3,773,902)
CRIMINAL JUSTICE	4,541,790	4,012,930	4,033,783	3,821,362	(212,421)
FINANCE & LEGISLATIVE AFFAIRS	662,412	832,823	832,823	811,162	(21,661)
GRANTS FOR THE ARTS	13,748,098	15,113,809	14,853,809	17,275,703	2,421,894
MOSCONE EXPANSION PROJECT	4,357,651	5,146,512	5,146,512	5,967,397	820,885
NEIGHBORHOOD BEAUTIFICATION	759,891	727,852	1,196,602	736,195	(460,407)
OFFICE OF EMERGENCY SERVICE	656,631	657,822	657,822	1,293,917	636,095
MAYOR	51,124,687	53,916,502	58,036,172	76,494,651	18,458,479
RETIREMENT SYSTEM					
ADMINISTRATION	838,658	901,876	901,876	917,099	15,223
EMPLOYEE DEFERRED COMPENSATION PLAN	98,563	405,120	405,120	421,897	16,777
INVESTMENT	1,208,653	1,361,307	1,361,307	1,589,737	228,430
RETIREMENT SERVICES	9,443,428	10,953,047	10,953,047	11,381,559	428,512
RETIREMENT SYSTEM	11,589,302	13,621,350	13,621,350	14,310,292	688,942
TREASURER/TAX COLLECTOR					
DEPARTMENTAL MANAGEMENT	701,403	3,815,557	3,815,557	1,761,332	(2,054,225)
LEGAL SERVICE	491,093	538,410	538,410	553,320	14,910
TAX ASSESSMENT	529,153	470,493	470,493	484,063	13,570
TTX TAXPAYER ASSISTANCE	694,625	873,534	873,534	944,378	70,844
TTX-BUSINESS TAX	5,533,170	7,057,598	7,056,598	5,356,819	(1,699,779)
TTX-DELINQUENT REVENUE	3,122,927	3,349,185	3,349,185	3,527,893	178,708
TTX-INVESTMENT	634,197	759,156	759,156	758,912	(244)
TTX-PROPERTY TAX/LICENSING	2,180,161	1,776,179	1,791,179	2,483,792	692,613
TTX-TREASURY	1,907,921	2,169,433	2,155,433	2,346,542	191,109
TREASURER/TAX COLLECTOR	15,794,650	20,809,545	20,809,545	18,217,051	(2,592,494)
Service Area : F Subtotals	311,103,693	318,623,581	332,117,593	391,255,669	59,138,076

Summary Tables

Expenditures by Service Area, Department and Program

Program	1999-2000	2000-2001		2001-2002	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : G GENERAL CITY RESPONSIBILITIES					
GENERAL CITY RESPONSIBILITY					
GENERAL CITY RESPONSIBILITIES	474,612,643	528,417,693	524,880,506	707,429,483	182,548,977
DEPARTMENTAL TRANSFER ADJUSTMENT	(227,264,017)	(240,770,123)	(240,770,123)	(271,612,214)	(30,842,091)
GENERAL CITY RESPONSIBILITY	247,348,626	287,647,570	284,110,383	435,817,269	151,706,886
Service Area : G Subtotals	247,348,626	287,647,570	284,110,383	435,817,269	151,706,886
Expenditure Subtotals	4,470,746,485	4,984,043,759	5,039,958,772	5,806,610,080	766,651,308
Less Interfund Transfers	(158,652,202)	(65,257,008)	(71,448,742)	(59,284,425)	12,164,317
Less Interdepartmental Recoveries	(409,211,410)	(458,251,755)	(452,998,790)	(508,566,603)	(55,567,813)
Net Expenditures	3,902,882,873	4,460,534,996	4,515,511,240	5,238,759,052	723,247,812

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

Authorized Positions, Grand Recap Detail

Position Detail	1999-2000	2000-2001	2001-2002	
	Revised Budget	Revised Budget	Mayor's Proposed	Mayor's versus Revised
Operating				
Permanent	27,667	28,557	29,053	496
Temporary	495	512	480	(31)
Non-Operating				
Grant	520	484	530	46
Capital/Other	1,689	1,927	2,004	77
Authorized Positions - subtotal:	<u>30,371</u>	<u>31,479</u>	<u>32,067</u>	<u>587</u>
Unfunded Positions				
Attrition Savings	(1,378)	(1,911)	(1,957)	(46)
Capital/Other	(1,689)	(1,927)	(2,004)	(77)
Unfunded Positions - subtotal:	<u>(3,067)</u>	<u>(3,838)</u>	<u>(3,961)</u>	<u>(123)</u>
Net Funded Positions:	<u>27,304</u>	<u>27,641</u>	<u>28,106</u>	<u>465</u>

Summary Tables

Funded Positions, Grand Recap by Major Service Area and Department Title

Department	1999-2000	2000-2001	2001-2002	
	Revised Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
A : PUBLIC PROTECTION				
ADMIN SVCS - MEDICAL EXAMINER	37	36	35	0
ADULT PROBATION	127	129	125	(4)
DISTRICT ATTORNEY	263	272	271	(2)
FIRE DEPARTMENT	1,856	1,864	1,909	45
JUVENILE PROBATION	314	313	312	(1)
POLICE	2,742	2,785	2,787	2
PUBLIC DEFENDER	114	116	115	(1)
SHERIFF	896	892	934	42
TRIAL COURTS	19	19	19	0
A : PUBLIC PROTECTION TOTAL	6,368	6,425	6,506	81
B : PUBLIC WORKS, TRANSPORTATION & COMMERCE				
AIRPORT COMMISSION	1,517	1,578	1,578	1
BOARD OF APPEALS	4	5	4	(1)
BUSINESS AND ECONOMIC DEVELOPMENT	28	29	32	3
CLEAN WATER	362	350	343	(7)
DEPARTMENT OF BUILDING INSPECTION	258	276	291	16
DEPARTMENT OF PUBLIC WORKS	979	1,046	1,089	44
EMERGENCY COMMUNICATIONS DEPARTMENT	177	165	161	(4)
HETCH HETCHY	164	179	190	11
LIGHT, HEAT AND POWER	8	8	7	(1)
MUNICIPAL TRANSPORTATION AGENCY	3,846	3,961	4,085	124
PARKING AND TRAFFIC COMMISSION	546	547	545	(2)
PORT	226	228	242	14
PUBLIC UTILITIES COMMISSION	413	430	442	13
TELECOMMUNICATIONS & INFORMATION SVCS	314	352	335	(17)
WATER DEPARTMENT	429	439	430	(8)
B : PUBLIC WORKS, TRANSPORTATION & COMMERCE TOTAL	9,270	9,590	9,776	186
C : HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT				
ADULT AND AGING SERVICES	68	89	115	26
CHILD SUPPORT SERVICES	128	139	150	10
CHILDREN AND FAMILIES COMMISSION	0	8	9	1
CHILDREN, YOUTH & THEIR FAMILIES	30	28	33	6
DEPARTMENT OF THE STATUS OF WOMEN	8	8	8	0
ENVIRONMENT	7	13	15	2
HUMAN RIGHTS COMMISSION	42	42	43	1
HUMAN SERVICES	1,649	1,637	1,612	(24)
RENT ARBITRATION BOARD	32	35	27	(8)
C : HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT TOTAL	1,963	1,999	2,013	14
D : COMMUNITY HEALTH				
COMMUNITY HEALTH NETWORK	4,877	4,789	4,800	11
PUBLIC HEALTH	1,297	1,279	1,389	111
D : COMMUNITY HEALTH TOTAL	6,174	6,068	6,190	122

Funded Positions, Grand Recap by Major Service Area and Department Title

Department	1999-2000	2000-2001	2001-2002	
	Revised Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
E : CULTURE & RECREATION				
ACADEMY OF SCIENCES	9	9	9	0
ADMIN SVCS - CONVENTION FACILITIES MGMT	59	66	67	1
ART COMMISSION	20	22	23	2
ASIAN ART MUSEUM	10	10	30	21
COUNTY EDUCATION OFFICE	1	1	1	0
FINE ARTS MUSEUM	82	77	65	(11)
LAW LIBRARY	3	3	3	0
PUBLIC LIBRARY	594	599	614	15
RECREATION AND PARK COMMISSION	1,010	998	1,012	14
WAR MEMORIAL	94	94	95	0
E : CULTURE & RECREATION TOTAL	1,882	1,879	1,920	42
F : GENERAL ADMINISTRATION & FINANCE				
ADMIN SVCS - ANIMAL CARE & CONTROL	41	42	42	0
ADMIN SVCS - CONSUMER ASSURANCE	23	24	23	0
ADMIN SVCS - OFFICE OF CONTRACT ADMIN	41	41	51	10
ADMINISTRATIVE SERVICES	216	219	226	7
ASSESSOR / RECORDER	135	134	139	5
BOARD OF SUPERVISORS	74	78	66	(12)
CITY ATTORNEY	227	247	246	0
CITY PLANNING	131	128	136	8
CIVIL SERVICE COMMISSION	7	7	7	0
CONTROLLER	161	159	157	(3)
ELECTIONS	48	51	44	(7)
ETHICS COMMISSION	7	7	8	0
HUMAN RESOURCES	209	211	214	3
MAYOR	74	77	76	(1)
RETIREMENT SYSTEM	68	71	77	6
TREASURER/TAX COLLECTOR	183	182	185	2
F : GENERAL ADMINISTRATION & FINANCE TOTAL	1,647	1,679	1,698	19
G : GENERAL CITY RESPONSIBILITIES				
GENERAL CITY RESPONSIBILITY	0	2	3	1
G : GENERAL CITY RESPONSIBILITIES TOTAL	0	2	3	1
Report Grand Total:	27,304	27,641	28,106	465

Departmental Budgets

ACADEMY OF SCIENCES

Mission The mission of the California Academy of Sciences is to explore and explain the natural world to San Francisco residents and visitors through public exhibits and original scientific research.

Services The Academy comprises the Steinhart Aquarium, the Natural History Museum and the Morrison Planetarium. It also has eight scientific research departments and numerous public education programs. For more information about the Academy's services, please call (415) 750-7145.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$2,076,605	\$2,064,610	\$2,168,685	\$104,075	5.04%
Total FTE	8.76	8.76	8.76	0.00	0.00%

Budget Issues and Details

Maintaining Academy Facilities While Planning for the Future

- The City funds both the operation of the Steinhart Aquarium and the maintenance of the 11 buildings occupied by the Academy of Sciences. The Academy, a non-profit corporation, independently supports the operation of the Natural History Museum and the Morrison Planetarium. The buildings that house the Academy are seismically deficient and in need of extensive renovation.
- In March 2000, San Francisco voters approved an \$87.4 million bond for renovation and reconstruction of the Academy of Sciences. State voters also approved a bond including \$10 million for the Academy. This year the Academy will continue to meet the challenge of maintaining its operations while it intensifies the design and planning for renovation of the Steinhart Aquarium and the Natural History Museum. In 2001-2002 the Academy will receive \$110,000 for capital maintenance costs.
- The Academy intends to close for renovation during the fall of 2002. Renovation plans include replacing Bird Hall, performing seismic upgrades for the entire facility, adding a second floor to the Science Hall to provide space for research into biodiversity, and renovating the Whale Courtyard. As it undergoes structural renovation, the Academy will also renew and update many of its permanent exhibitions.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
ACADEMY OF SCIENCES				
Ensure that visitors are satisfied with the services provided by the Aquarium				
■ Percentage of randomly surveyed visitors rating the quality of the Aquarium as good or better	72%	75%	74%	75%
■ Percentage of visitor complaints addressed within five days	100%	100%	100%	100%
Keep the Aquarium displays functioning and open to the public				
■ Number of exhibit days lost	0	0	0	0
■ Number of visitors	833,533	N/A	750,000	750,000
■ Number of schoolchildren reached	312,440	N/A	250,000	250,000

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	8.76	8.76	8.76	0.00
Net Operating Positions	8.76	8.76	8.76	0.00
REVENUES				
General Fund Support	2,076,605	2,064,610	2,168,685	104,075
Revenues Total	2,076,605	2,064,610	2,168,685	104,075
OPERATING EXPENDITURES				
Salaries and Wages	519,778	526,126	549,825	23,699
Fringe Benefits	124,448	131,524	140,473	8,949
Non-Personal Services	833,091	861,663	861,663	0
Services of Other Departments	456,400	445,297	461,724	16,427
Operating Expenditure Total	1,933,717	1,964,610	2,013,685	49,075
PROJECT EXPENDITURES				
Facilities Maintenance	142,888	100,000	110,000	10,000
Emerg Generator Repl-Steinhart Aquarium	0	0	45,000	45,000
Project Expenditure Total	142,888	100,000	155,000	55,000
EXPENDITURE BY PROGRAM RECAP				
Academy of Sciences	2,076,605	2,064,610	2,168,685	104,075
Expenditure By Program Recap Total	2,076,605	2,064,610	2,168,685	104,075

ADMINISTRATIVE SERVICES

Mission The mission of the Department of Administrative Services is to efficiently and effectively manage the following departments, offices and programs: Consumer Assurance; Animal Care and Control; County Clerk; Convention Facilities; Medical Examiner; Purchasing; Real Estate; Disability Access, Risk Management, Solid Waste Management, and the Office of Contract Administration. The department is dedicated to being timely and responsive to its customers' needs.

Services Process all city purchase requests; manage city property; perform printing and mailing services for all city documents; maintain the City's auto fleet; maintain and manage all required city insurance policies; administer wedding and other registration services; and provide the services described for all other Administrative Services offices. For further information regarding the department's services, please call (415) 554-6171.

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$52,964,626	\$50,355,107	\$94,963,705	\$44,608,598	88.59%
Total FTE	215.70	219.35	226.26	6.91	3.15%

Budget Issues and Details

Saving \$84,000,000 in Lease Costs

- The City leases more than 1,000,000 square feet of office space in the Civic Center area at a cost of approximately \$25 million a year. The majority of these leases are due to expire within the next five years. If the City continues to lease these spaces in the current market conditions, the City will see a \$16 million (64 percent) increase in its lease costs within the next three years. Administrative Services, the Division of Real Estate and the Mayor have been working to reduce the square feet the City leases in the Civic Center area and move departments into less expensive City-owned space.
- The Real Estate Division has nearly completed its first building purchase at 30 Van Ness Avenue for \$32.6 million. This building will provide 180,939 square feet of rentable space, of which 164,161 square feet is currently occupied by city departments. Current tenants at 30 Van Ness include Public Works, Public Health, Ethics Commission, Retirement, Sheriff, Police, and Human Services.

- \$9.9 million is appropriated in the 2001-2002 budget to begin work on a new city office building at 525 Golden Gate. The existing building is unsafe and will be demolished. Construction of a new building on the site is estimated at \$110 million.
- An estimated \$84 million will be saved by these two projects over the 30-year terms of purchase, and will satisfy 40 percent of the City's space needs in the Civic Center area. The Division of Real Estate and the City Architect are continuing to work to identify more opportunities to reduce the City's leasing of private office space in the Civic Center area.

ADA Transition Plan

- The Mayor's Office on Disability was created in 1999-2000 to coordinate the City's compliance with Title II of the Americans with Disabilities Act (ADA), to assure the inclusion of citizens and visitors with disabilities into the mainstream of city programs, activities, and services.
- After two years of intensive research, analysis, and drafting, the ADA Transition Plan will be published in June 2001. The Transition Plan—after public hearing—will include a specific list of first-year projects and a plan for completing the City's long list of ADA compliance issues. The Mayor's budget provides approximately \$4.8 million in 2001-2002 for these high-priority capital projects. Some examples of projects up for possible consideration are the Tom Waddell Clinic, the Silver Avenue Clinic, and Kezar pavilion.

Address Citywide Risk Management Issues

- The Risk Management Program has been providing services to departments through insurance and contract reviews, updating of insurance specifications used by larger departments, and conducting training workshops. In 2001-2002, the program will add three risk analyst positions and expand its services to include development of department-specific and project-specific risk analyses, a centralized loss control program, a baseline study of citywide exposures, and development of cost-effective strategies to mitigate identified exposures. Additionally, Risk Management will continue to work with various departments on special projects such as owner-controlled insurance programs, special targeted insurance coverage, and the development and testing of special risk procedures

Creation of the Office of Contract Administration

- In the 2001-2002 budget a new office for the monitoring of city contracts called the Office of Contract Administration is created. For detail on the new office please see the Office of Contracts Administration in this book.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
1660 MISSION STREET BUILDING				
Operate City buildings efficiently				
■ 1660 Mission operating cost (per sq.ft./yr.)	\$7.51	N/A	\$8.66	\$9.07
■ Average industry operating cost (per sq.ft./yr.) according to the Building Owners and Managers Association	\$9.00	N/A	\$9.13	\$9.40
■ 1660 Mission operating cost as a percentage of Building Owners and Managers Association average	83%	N/A	95%	96%
25 VAN NESS BUILDING				
Keep rental rates for City tenants below area average				
■ 25 Van Ness rent (per sq.ft./mo.)	\$1.58	N/A	\$1.58	\$1.58
■ Civic Center average rent (per sq.ft./mo.)	\$2.62	N/A	\$4.02	\$3.75
■ 25 Van Ness rent as a percentage of area rent	60%	N/A	39%	42%
CENTRAL SHOPS				
Maximize availability of City vehicles				
■ Average availability for Police autos	96%	95%	95%	95%
■ Average availability for Fire aerials and pumpers	90%	90%	90%	90%
■ Average availability for Ambulances	88%	88%	88%	88%
■ Average availability for City truck fleet	97%	98%	98%	98%
■ Average availability for Auto shop fleet	96%	97%	97%	97%
■ Average availability for Parking and Traffic motorcycles	97%	91%	97%	95%
COUNTY CLERK SERVICES				
Streamline County Clerk delivery of services				
■ Percentage of in-person service requests at the County Clerk front counter handled within one hour	N/A	N/A	90%	90%
REPRODUCTION SERVICES				
Provide effective reproduction and mail services to City departments				
■ Percentage of reproduction job orders completed by due date	95%	95%	97%	95%
■ Percentage of overall customer satisfaction ratings in the range of 6-8 on an 8-point scale	N/A	90%	90%	90%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	220.70	229.35	236.26	6.91
Non-Operating Positions (Funded by Capital/Other)	(5.00)	(10.00)	(10.00)	0.00
Net Operating Positions	215.70	219.35	226.26	6.91

REVENUES

Licenses and Fines	337,665	342,000	350,000	8,000
Use of Money or Property	3,784,704	3,472,564	5,628,083	2,155,519
Intergovernmental Revenue - Federal	11,927	0	0	0
Intergovernmental Revenue - State	188,447	326,063	100,000	(226,063)
Intergovernmental Revenue - Other	262,978	0	0	0
Charges For Services	4,015,789	4,809,975	5,830,000	1,020,025
Other Revenues	6,859,825	0	37,830,000	37,830,000
Transfers In	503,813	725,564	1,053,813	328,249
Expenditure Recovery	29,278,802	34,346,128	35,480,395	1,134,267
Fund Balance	145,000	264,708	3,500,000	3,235,292
Departmental Transfer Adjustment	1,800,891	1,178,249	1,200,000	21,751
General Fund Support	5,774,785	4,889,856	3,991,414	(898,442)
Revenue Total	52,964,626	50,355,107	94,963,705	44,608,598

OPERATING EXPENDITURES

Salaries and Wages	8,870,179	9,458,628	9,868,975	410,347
Fringe Benefits	2,196,247	2,353,130	2,498,385	145,255
Non-Personal Services	7,888,233	10,617,989	11,359,719	741,730
Aid Assistance	113,427	0	0	0
Materials and Supplies	6,621,299	5,695,367	6,536,376	841,009
Equipment	674,053	756,730	729,275	(27,455)
Services of Other Departments	1,239,869	1,502,812	1,408,167	(94,645)
Transfers Out	2,269,303	0	0	0
Operating Expenditure Total	29,872,610	30,384,656	32,400,897	2,016,241

PROJECT EXPENDITURES

Facilities Maintenance	187,186	45,000	0	(45,000)
1660 Mission Street	1,721,752	1,957,413	2,313,813	356,400
25 Van Ness	2,015,613	2,404,190	2,404,190	0
30 Van Ness Acquisition	0	0	37,830,000	37,830,000
30 Van Ness Building	0	0	2,033,893	2,033,893
555 Seventh Street Building	8,402,504	834,774	960,000	125,226
City Architect Projects	243,538	350,000	500,000	150,000
City Vehicle Pool	0	333,200	15,200	(318,000)
Disabled Access - Citywide	772,603	1,775,500	4,800,000	3,025,000
Immigrant Rights Commission	299,522	98,190	101,689	3,499
Real Estate Work Orders	5,168,180	7,770,169	6,526,641	(1,243,528)
Solid Waste Management Program	4,048,542	4,059,183	5,000,000	940,817
Sunshine Ordinance Support Project	0	90,832	77,382	(13,450)
Capital Improvement Projects	232,576	252,500	0	(252,500)

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
Project Expenditure Total	23,092,016	19,970,451	62,562,808	42,592,357
EXPENDITURE BY PROGRAM RECAP				
1660 Mission Street Building	1,702,290	1,957,413	2,313,813	356,400
25 Van Ness Building	2,607,466	2,404,190	2,404,190	0
30 Van Ness Building	0	0	39,863,893	39,863,893
555 Seventh Street Building	8,442,520	834,774	960,000	125,226
Central Shops	15,718,931	16,152,657	16,916,096	763,439
City Administrator Support	627,202	345,021	336,550	(8,471)
County Clerk Services	524,326	618,098	608,066	(10,032)
Disability Access	1,018,792	1,844,029	4,824,029	2,980,000
Management/Administration	4,817,956	2,966,902	2,802,015	(164,887)
Moscone Expansion Project	232,576	0	0	0
Real Estate Work Orders	5,168,180	7,770,169	6,526,641	(1,243,528)
Real Estate-general Fund	354,834	355,053	355,554	501
Reproduction Services	5,824,224	5,578,355	5,499,038	(79,317)
Risk Management / General	2,531,978	5,185,700	6,553,820	1,368,120
Solid Waste Management	3,393,351	4,342,746	5,000,000	657,254
Expenditure By Program Recap Total	52,964,626	50,355,107	94,963,705	44,608,598

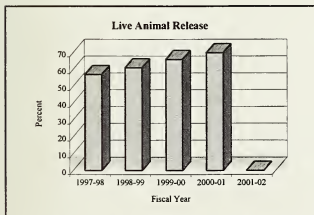
ADMINISTRATIVE SERVICES – ANIMAL CARE AND CONTROL

Mission The mission of the Office of Animal Care and Control is to effectively, courteously and responsively enforce all animal welfare and control laws and ordinances and to manage and care for the city's stray, abandoned and mistreated animal population.

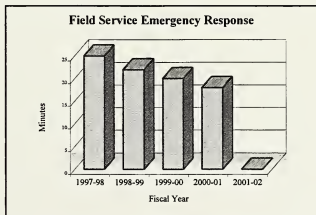
Services Veterinary care of sick or injured stray animals; enforcement of animal cruelty and animal care and control laws; adoption of stray animals; patrols; responses to all animal-related emergencies; and impounding and sheltering of stray and abandoned animals. For more information please call (415) 554-6364.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$2,640,519	\$2,855,547	\$3,053,984	\$198,437	6.95%
Total FTE	40.89	41.88	41.90	0.02	0.05%



This chart shows the percentage of live animal releases, which include adoptions, returning lost pets to their owners, and releasing animals to other animal care agencies.



The above chart shows the average response time to an emergency call.

Budget Issues and Details

Vicious Animal Abatement

- The San Francisco Police Department has assigned two full-time police officers to work with Animal Care and Control officers to thoroughly investigate all dog bites.

The officers will work in conjunction with the department to proactively recognize and take sanctions against potentially vicious and dangerous dogs.

Partnership with the Non-Profit Community

- Through the generosity of the San Francisco S.P.C.A. and donations from the public, the department will extend for another year its popular "Give A Dog A Bone" program. This program benefits animals receiving long-term care and provides for such things as advertising hard-to-place animals for adoption and specialized staff training.
- The Friends of San Francisco Animal Care and Control has recently been incorporated and received non-profit status. The Friends will raise funds for capital improvements and provide resources to the department to find homes for all the pets that come into the shelter.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
ANIMAL WELFARE				
Decrease number of animals euthanized				
■ Percentage of live animal releases	65%	70%	70%	73%
Decrease or maintain average field emergency response time				
■ Field service emergency response time, in minutes	23	18	20	20
Increase volunteer participation in animal services				
■ Average number of volunteers per month	112	105	115	122
■ Number of volunteer hours	51,262	N/A	60,000	65,000

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	40.89	41.88	41.90	0.02
Net Operating Positions	40.89	41.88	41.90	0.02
REVENUES				
Licenses and Fines	114,115	114,800	114,800	0
Charges For Services	89,985	73,200	73,200	0
Transfers In	4,000	0	0	0
General Fund Support	2,432,419	2,667,547	2,865,984	198,437
Revenue Total	2,640,519	2,855,547	3,053,984	198,437
OPERATING EXPENDITURES				
Salaries and Wages	1,644,388	1,783,317	1,842,269	58,952
Fringe Benefits	451,754	503,256	523,024	19,768
Non-Personal Services	168,873	161,202	177,850	16,648
Materials and Supplies	107,242	135,024	144,094	9,070
Equipment	27,813	26,730	86,573	59,843
Services of Other Departments	229,197	236,018	270,174	34,156
Transfers Out	10,000	0	0	0
Operating Expenditure Total	2,639,267	2,845,547	3,043,984	198,437
PROJECT EXPENDITURES				
Facilities Maintenance	1,252	10,000	10,000	0
Project Expenditure Total	1,252	10,000	10,000	0
EXPENDITURE BY PROGRAM RECAP				
Animal Welfare	2,640,519	2,855,547	3,053,984	198,437
Expenditure By Program Recap Total	2,640,519	2,855,547	3,053,984	198,437

ADMINISTRATIVE SERVICES – CONSUMER ASSURANCE

Mission The mission of the Department of Consumer Assurance is to provide for the safety of San Francisco's consumers and environment through the enforcement of federal, state and local laws controlling product quality and pricing.

Services The Department of Consumer Assurance provides inspection and certification of weighing and measuring devices, monitoring of commercial pesticide use and agricultural food quality, and monitoring and control of exotic pest population. The department is responsible for testing the accuracy of taxi meters, gas pumps, service station price advertising, laser price scanners, grocery store scales, parking meters, and other parking lot devices. For further information, please call (415) 824-6100.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$1,527,235	\$1,645,666	\$1,856,238	\$210,572	12.80%
Total FTE	23.13	23.57	23.45	(0.12)	(0.51%)

Budget Issues and Details

Increased Monitoring of Commercial Parking Lots

- Two new inspector positions have been added in the 2001-2002 budget to implement new legislation that creates stricter guidelines for commercial parking lot operators. In response to complaints that some commercial parking lot operators were overcharging customers and under-reporting taxable income, legislation was signed by the Mayor which requires operators to install revenue control equipment at lot sites and provide receipts. The legislation also gives Consumer Assurance the power to revoke an operator's certification for failure to comply with the regulations. In addition to providing better consumer protection, the new regulations are expected to substantially increase city business tax revenues, as income is more accurately reported.

Testing of Parking Meters

- Next year the department will continue its new responsibility of testing parking meters that consumers report as running fast. Following a citizen complaint, an in-

spector will test the parking meter for accuracy and report the findings to the Department of Parking and Traffic, possibly resulting in a waiver of the fine.

Expanded Presence on the Internet

- The Department of Consumer Assurance recently designed a new Web site that can be viewed at www.ci.sf.ca.us/casf. The site contains a new online consumer complaint form, updates on department programs, consumer tips and employment opportunities. In 2001-2002 an online newsletter and annual report will be added.
- The department will also continue its new Web site for the historic Alemany Farmers' Market located at 100 Alemany Boulevard. The Web site, which provides information about the market and its history, recipes and contact information, is at www.ci.sf.ca.us/alemany.

Outreach to the Disabled Community

- Next year the department will continue to improve its new outreach programs for San Francisco's disabled community. The hearing impaired can contact the department via a new TTY machine at (415) 285-1214, and several brochures are now available in large print and Braille formats for the seeing impaired.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
AG WTS & MEASURES INSPECTION				
Increase farmer's flea market revenues				
■ Average vendor count for Saturday Markets	107	N/A	108	110
■ Average vendor count for Sunday Markets	173	N/A	173	173
Protect agriculture from pests and pesticide misuse				
■ Number of inspections for exclusion of agricultural pest Glassy Wing Sharpshooter	12	N/A	1,700	3,500
■ Number of inspections of high pest risk markets	5,642	650	4,438	730

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	23.13	23.57	23.45	(0.12)
Net Operating Positions	23.13	23.57	23.45	(0.12)
REVENUES				
Intergovernmental Revenue - Federal	36,899	55,829	3,000	(52,829)
Intergovernmental Revenue - State	355,884	497,181	468,496	(28,685)
Charges For Services	706,332	669,600	690,100	20,500
Expenditure Recovery	28,346	88,800	99,343	10,543
Other Funding Sources	3	0	0	0
General Fund Support	399,771	334,256	595,299	261,043
Revenue Total	1,527,235	1,645,666	1,856,238	210,572
OPERATING EXPENDITURES				
Salaries and Wages	897,660	1,037,132	1,138,880	101,748
Fringe Benefits	211,361	280,025	305,963	25,938
Non-Personal Services	123,277	123,376	149,839	26,463
Materials and Supplies	34,059	32,797	22,046	(10,751)
Equipment	68,209	0	0	0
Services of Other Departments	192,669	172,336	124,510	(47,826)
Operating Expenditure Total	1,527,235	1,645,666	1,741,238	95,572
PROJECT EXPENDITURES				
Farmer's Market Restroom Renovation	0	0	115,000	115,000
Project Expenditure Total	0	0	115,000	115,000
EXPENDITURE BY PROGRAM RECAP				
Ag Wts & Measures Inspection	1,527,235	1,645,666	1,856,238	210,572
Expenditure By Program Recap Total	1,527,235	1,645,666	1,856,238	210,572

ADMINISTRATIVE SERVICES – CONVENTION FACILITIES MANAGEMENT

Mission The mission of Convention Facilities Management is to market, book and maintain the Moscone Center, Bill Graham Civic Auditorium and City Hall. It is also the responsibility of the division to provide direction and funding to the San Francisco Convention and Visitors Bureau in its task of promoting San Francisco as a destination for conventions, meetings and tradeshows.

Services Provide high quality exhibition and meeting space to facility users; promote tourism, business meetings and convention activity throughout San Francisco; give City Hall tours for the public; provide audio/visual support for public meetings and events at City Hall; and promote communication among labor, hoteliers and suppliers in order to maintain San Francisco as a first class convention venue. For further information, please call (415) 978-5925.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$82,153,568	\$73,495,770	\$86,449,520	\$12,953,750	17.63%
Total FTE	59.22	66.01	67.26	1.25	1.89%

Budget Issues and Details

Energy Efficiency at the Convention Facilities

- A comprehensive energy management program is in place at both the Moscone Center and Bill Graham Civic Auditorium. Components contributing to the overall success of this plan include reduced lighting levels in the exhibition halls during event move-in and move-out, reduced use of escalators, reduced lighting levels throughout administrative office spaces, replacement of 1000-watt metal halide exhibit hall lights with 400-watt units, and continuous energy conservation education of all employees at the facilities.

Completion and Promotion of the Moscone West Project

- Construction of the new Moscone West Convention Center has begun and completion is scheduled for Spring 2003. The 2001-2002 budget appropriates \$29.7

million in hotel tax funding for this project. The expansion will increase available city-managed convention space by approximately 44 percent. Promotion of the new facility will be a focus of the office in the next two fiscal years.

The Moscone Center Recycling Program Continues to Improve and Expand

- When the Moscone Center Recycling Program was launched in 1998-1999, 440 tons of waste were diverted from the waste stream. In the following year, the program diverted 480 tons. With new equipment and participation levels at an all time high, 700 tons of waste are projected to be diverted in 2001-2002.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
BUILDING OPERATIONS				
Maximize recycling efforts at convention facilities				
■ Tons of cardboard and mixed paper recycled	230	300	350	400
■ Tons of waste diverted from the waste stream	480	500	700	700
■ Tons of goods donated to local non-profits	90	100	125	130
■ Percentage of generated waste that is recycled, by volume	N/A	N/A	60%	65%
■ Percentage of generated waste that is recycled, by weight	N/A	N/A	35%	40%

CONVENTION FACILITIES PROGRAM MANAGEMENT

Maintain annual attendance at Moscone Center				
■ Average attendance at Moscone Center	2,326,599	2,600,000	2,300,000	2,600,000
Operate centers at capacity				
■ Percentage of capacity -- Moscone Center	92%	92%	92%	92%
■ Percentage of capacity -- Bill Graham Civic Auditorium	40%	42%	46%	44%
■ Number of City Hall Rotunda events	N/A	52	58	55

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	59.97	66.01	67.26	1.25
Non-Operating Positions (Funded by Capital/Other)	(0.75)	0.00	0.00	0.00
Net Operating Positions	59.22	66.01	67.26	1.25
REVENUES				
Local Taxes	39,025,333	40,095,588	46,109,494	6,013,906
Use of Money or Property	11,394,348	9,527,624	10,168,182	640,558
Charges For Services	4,102,631	4,444,532	4,699,210	254,678
Other Revenues	0	14,915,000	0	(14,915,000)
Transfers In	9,561,766	0	11,676,398	11,676,398
Expenditure Recovery	11,758	70,000	0	(70,000)
Fund Balance	15,353,772	0	9,093,305	9,093,305
General Fund Support	2,703,960	4,443,026	4,702,931	259,905
Revenue Total	82,153,568	73,495,770	86,449,520	12,953,750
OPERATING EXPENDITURES				
Salaries and Wages	2,997,536	3,375,922	3,593,616	217,694
Fringe Benefits	789,355	833,368	901,613	68,245
Overhead	497,184	425,786	0	(425,786)
Non-Personal Services	43,094,932	44,341,808	45,080,239	738,431
Materials and Supplies	499,534	305,000	338,350	33,350
Equipment	16,250	223,050	94,500	(128,550)
Services of Other Departments	2,658,289	4,906,078	6,884,778	1,978,700
Transfers Out	27,800,000	0	0	0
Budgetary Reserves	0	4,119,758	0	(4,119,758)
Operating Expenditure Total	78,353,080	58,530,770	56,893,096	(1,637,674)
PROJECT EXPENDITURES				
Facilities Maintenance	0	50,000	100,000	50,000
Moscone Expansion Project Phase 2	0	0	28,656,424	28,656,424
Roof Caulking & Sealing	0	0	300,000	300,000
Upgrade Emerg Electrical Circuits	0	0	500,000	500,000
Capital Improvement Projects	3,800,488	14,915,000	0	(14,915,000)
Project Expenditure Total	3,800,488	14,965,000	29,556,424	14,591,424
EXPENDITURE BY PROGRAM RECAP				
Building Operations	3,350,634	5,296,026	6,285,931	989,905
Convention Facilities Program Management	78,802,934	67,949,744	51,507,165	(16,442,579)
Grants For The Arts	0	250,000	0	(250,000)
Moscone Expansion Project	0	0	28,656,424	28,656,424
Expenditure By Program Recap Total	82,153,568	73,495,770	86,449,520	12,953,750

ADMINISTRATIVE SERVICES – MEDICAL EXAMINER

Mission The mission of the Medical Examiner's Office is to provide forensic medicine and toxicology services to deceased and living individuals in accordance with California State law, 24 hours a day, every day of the year.

Services Investigate and determine the cause, circumstances and manner of all deaths reported; protect the public health by diagnosing child, elder, domestic violence, criminal, misadventure or abuse injuries; provide forensic toxicology for the City and County of San Francisco; and provide expert forensic testimony in the criminal courts. For more information about Medical Examiner services, please call (415) 553-1694

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$3,436,809	\$4,198,285	\$4,311,304	\$113,019	2.69%
Total FTE	36.84	35.73	35.49	(0.24)	(0.67%)

Budget Issues and Details

Retention and Recruitment of Qualified Forensic Pathologists

- The Medical Examiner had been suffering for several years from an inability to recruit and retain professional medical staff due to non-competitive salaries. The department, working with the Department of Human Services, has upgraded salaries for the forensic pathologist class. The 2001-2002 budget includes funding for these pay increases. New staff will reduce overtime spending and decrease demands on existing staff.

Continued Upgrades to Toxicology Laboratory

- The department has issued a request for bids on a LC/Tandem Mass Spectrometer for the toxicology laboratory. The mass spectrometer will reduce by a factor of 10 to 100 the concentration of drugs and chemicals that can be detected by the laboratory. It will increase, to a substantial degree, those drugs, metabolites and chemicals that can be quantified and will perform automated drug analysis from hair. The increased accuracy of testing will assist law enforcement agencies in the prosecution of criminal cases.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
MEDICAL EXAMINER - ADMINISTRATION				
Increase professional staff retention				
■ Cumulative months of medical professional staff vacancy	43	15	12	10
Track public health issues such as drug-related deaths, homicides, and abuse/assault-related crimes				
■ Number of public health issues reports completed and sent to appropriate agencies	575	N/A	587	587
MEDICAL EXAMINER - MEDICAL SERVICES				
Complete forensic investigations in a timely manner				
■ Percentage of cases reported, investigated and completed within eight weeks	70%	75%	75%	75%
■ Number of toxicology tests performed for outside law enforcement and public safety offices	3,515	N/A	3,900	3,900

TOTAL BUDGET - HISTORICAL COMPARISON

				2000-2001 vs
	1999-2000	2000-2001	2001-2002	2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	36.84	35.73	35.49	(0.24)
Net Operating Positions	36.84	35.73	35.49	(0.24)
REVENUES				
Intergovernmental Revenue - State	21,066	0	0	0
Charges For Services	180,633	175,000	175,000	0
Expenditure Recovery	8,280	15,734	17,650	1,916
General Fund Support	3,226,830	4,007,551	4,118,654	111,103
Revenue Total	3,436,809	4,198,285	4,311,304	113,019
OPERATING EXPENDITURES				
Salaries and Wages	2,485,100	2,931,601	2,994,049	62,448
Fringe Benefits	548,912	590,126	598,137	8,011
Non-Personal Services	142,593	165,352	172,927	7,575
Materials and Supplies	186,701	197,780	241,993	44,213
Equipment	29,469	228,180	209,953	(18,227)
Services of Other Departments	44,034	85,246	94,245	8,999
Operating Expenditure Total	3,436,809	4,198,285	4,311,304	113,019
EXPENDITURE BY PROGRAM RECAP				
Medical Examiner - Administration	683,776	740,443	967,744	227,301
Medical Examiner - Investigative Service	1,304,547	1,261,600	1,320,978	59,378
Medical Examiner - Medical Services	1,448,486	2,196,242	2,022,582	(173,660)
Expenditure By Program Recap Total	3,436,809	4,198,285	4,311,304	113,019

ADMINISTRATIVE SERVICES – OFFICE OF CONTRACT ADMINISTRATION

Mission The mission of the Office of Contract Administration is to efficiently manage the bidding, award and administration of city contracts, and to thoroughly and completely monitor and enforce the Minimum Compensation Ordinance (MCO), the Labor Standards Enforcement Ordinance (LSE), and the City's new Health Care Accountability Ordinance (HCA).

Services The OCA monitors and enforces MCO, HCA and LSE requirements for city service and construction agreements, contracts and subcontracts; ensures all contracts contain MCO, HCA and LSE language; and develops and distributes guidelines and rules for administration of these ordinances. The OCA also investigates complaints of contractor violations, and coordinates with contracting departments and contractors in the event of corrective actions, contract remedies, or termination due to breach. Additionally, the office conducts administrative review hearings to resolve employee complaints against contractors and issue written findings. For more information, please call (415) 554-6743.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$3,337,751	\$3,745,039	\$5,071,959	\$1,326,920	35.43%
Total FTE	40.79	40.83	51.00	10.17	24.91%

Budget Issues and Details

Improved City Contract Administration

- The 2001-2002 budget contains full-year funding for the new Office of Contract Administration. This office will take the City a major step forward in consolidating and streamlining the bidding, award and administration of city contracts. The OCA will have the ability to resolve many vendor compliance issues in the same office that bids and awards contracts, while bringing San Francisco to the forefront of labor standards enforcement.

Minimum Compensation Ordinance and Health Care Accountability

- Enforcement of the Minimum Compensation Ordinance (MCO) and the Health Care Accountability Ordinance (HCA) will reside within a single division of the

OCA. The MCO, passed in 2000-2001, requires that non-profit city service contractors, must provide their employees a certain minimum wage. The Health Care Accountability Ordinance, which was introduced in May of 2001, requires non-profit corporations contracting City services to provide their employees a certain minimum level of health insurance. Prior to the creation of the OCA, the City's MCO enforcement was limited to negotiating contract language, and processing exemption and waiver requests. This added level of monitoring and enforcement ensures that San Francisco's contracting requirements are being met, and that workers providing service to the City receive the benefits the City requires and provides funding for.

Labor Standards Enforcement

- Enforcement of the LSE will reside in its own division within the OCA. The LSE Ordinance requires that construction companies under city contract provide their employees the highest prevailing wage in the industry for that type of work. The LSE will also enforce other labor standards imposed by the Charter such as local hiring, health and safety, and apprenticeship requirements.
- There are six city departments responsible for the bulk of city construction: the Airport, Muni, the Port, the PUC, Public Works, and Recreation and Park. LSE staff will work onsite at projects run by these departments, investigating worksites and performing audits. To prevent duplication of effort, the LSE will not serve the Airport, which has its own office for labor standards enforcement.
- The LSE will ensure that competitive bidding requirements are met; that low bidders comply with contract specifications and applicable laws; and that contractors are aware of all conditions, including payment of prevailing wages and apprenticeship requirements.
- As a service to the public and to companies doing business with the City, the LSE will maintain a library of statutes, regulations, guidelines, research materials and any other information pertaining to prevailing-wage and labor-standards requirements in City construction contracts.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
CONTRACT ADMINISTRATION				
Ensure contractor compliance with the City's compensation and health benefits policies				
■ Number of contracts audited	N/A	N/A	N/A	48
Ensure contractor compliance with the City's labor standards				
■ Number of contractor jobsite inspections (including worker interviews when appropriate)	N/A	N/A	N/A	100
PROCUREMENT SERVICES				
Achieve cost savings and make the purchasing process more efficient				
■ Total spending under term contracts, in millions	\$79.68	\$83.66	\$86.44	\$90.70
■ Percentage of all purchases made through blanket contract	30%	32%	32%	34%
Improve effectiveness and efficiency of information distribution to vendors and City departments				
■ Percentage of non-construction bids or request for proposals that have complete bid packages attached to bid database on Web	N/A	25%	30%	30%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	41.79	41.83	53.00	11.17
Non-Operating Positions (Funded by Capital/Other)	(1.00)	(1.00)	(2.00)	(1.00)
Net Operating Positions	40.79	40.83	51.00	10.17
REVENUES				
Charges For Services	227,353	200,000	200,000	0
Expenditure Recovery	962,589	1,294,517	1,872,838	578,321
General Fund Support	2,147,809	2,250,522	2,999,121	748,599
Revenue Total	3,337,751	3,745,039	5,071,959	1,326,920
OPERATING EXPENDITURES				
Salaries and Wages	1,963,001	2,379,889	3,227,987	848,098
Fringe Benefits	521,829	591,288	789,727	198,439
Non-Personal Services	235,865	110,000	270,669	160,669
Materials and Supplies	20,058	32,000	261,349	229,349
Equipment	137,002	182,390	162,295	(20,095)
Services of Other Departments	459,996	449,472	359,932	(89,540)
Operating Expenditure Total	3,337,751	3,745,039	5,071,959	1,326,920
EXPENDITURE BY PROGRAM RECAP				
Contract Administration	0	129,667	1,440,097	1,310,430
Procurement Services	3,337,751	3,615,372	3,631,862	16,490
Expenditure By Program Recap Total	3,337,751	3,745,039	5,071,959	1,326,920

ADULT PROBATION

Mission The mission of the Adult Probation Department is to serve and protect the citizens of the City and County of San Francisco through the investigation and supervision of adult criminal offenders.

Services The Adult Probation Department refers probationers and victims to community-based treatment programs and counseling services; collects court fines, fees and victim restitution; and conducts background investigations and prepares reports to the courts on individuals being sentenced after a felony conviction. For more information about these services, please call (415) 553-1704.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$9,718,416	\$9,998,937	\$9,012,553	(\$986,384)	(9.86%)
Total FTE	126.96	128.77	124.99	(3.78)	(2.94%)

Budget Issues and Details

Increase Treatment Service Delivery Efficiency

- Last fall California voters approved Proposition 36, which mandated that substance abuse treatment be offered to first- and second-time non-violent drug offenders. The Adult Probation Department has been participating in the development of San Francisco's Proposition 36 implementation plan with the Department of Public Health. The City's plan is to work in partnership with community-based organizations that currently specialize in providing meaningful drug treatment to offer similar treatment for drug offenders who fall within the scope of Proposition 36. In 2001-2002, the city's Proposition 36 implementation plan includes two new probation officers for the Adult Probation Department.
- The department's existing Women's Network program serves females who meet the Proposition 36 profile. It provides comprehensive case management to probationers with substance abuse issues and assists drug offenders to become productive citizens. Next year, with its existing infrastructure, the Network program will be adapted and expanded to include male drug offenders who fit the profile prescribed by Proposition 36. The grant expires September 2001. In 2001-2002, the Mayor's budget will allocate three probation officers to backfill for this grant.

Automation

- In 2001-2002, the department will adopt a new automated caseload management system. The system will track probation cases electronically, increasing workload efficiency, and allowing probation officers to spend more time meeting with probationers. Additionally, the system will improve monitoring of probationers, such as their compliance with treatment programs and financial obligations through the collection of fines, fees and restitution. The system will be part of a citywide criminal justice system, JUSTIS. JUSTIS is a replacement of the City's aging criminal justice court management system (CABLE/CMS).

When this multi-year project is completed, the new system will capture criminal history and police incident report data from the City's E911 systems and share it with the other city public safety agencies. JUSTIS will automate many functions that are currently performed manually and allow criminal justice departments faster and more complete access to critical information. The Department of Telecommunications and Information Services is leading the technical effort and includes \$650,000 in its budget for implementing the system at Adult Probation.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
ADMINISTRATION - ADULT PROBATION				
Increase collection of fines, fees and restitution				
■ Total collections of fines, fees, and restitution	\$1,218,110	\$1,414,960	\$1,260,000	\$1,323,000
■ Amount of General Fund fines and fees	\$604,129	N/A	\$684,503	\$770,000
PRE-SENTENCING INVESTIGATION				
Reduce the number of continuances of sentence hearing				
■ Percentage of accurate reports provided two days prior to sentencing.	N/A	97%	98%	99%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	128.96	130.77	126.49	(4.28)
Non-Operating Positions (Funded by Capital/Other)	(2.00)	(2.00)	(1.50)	0.50
Net Operating Positions	126.96	128.77	124.99	(3.78)
REVENUES				
Licenses and Fines	113,641	37,000	34,982	(2,018)
Use of Money or Property	23,271	31,219	0	(31,219)
Intergovernmental Revenue - Federal	1,298,231	918,682	151,111	(767,571)
Intergovernmental Revenue - State	79,411	106,500	65,500	(41,000)
Charges For Services	530,995	527,000	527,000	0
Expenditure Recovery	117,646	140,000	294,100	154,100
General Fund Support	7,555,221	8,238,536	7,939,860	(298,676)
Revenue Total	9,718,416	9,998,937	9,012,553	(986,384)
OPERATING EXPENDITURES				
Salaries and Wages	6,608,946	6,942,631	6,648,011	(294,620)
Fringe Benefits	1,270,275	1,878,969	1,637,736	(241,233)
Overhead	31,044	0	0	0
Non-Personal Services	753,244	394,237	381,166	(13,071)
Materials and Supplies	139,173	80,602	58,013	(22,589)
Equipment	199,437	87,294	20,272	(67,022)
Services of Other Departments	716,297	615,204	267,355	(347,849)
Operating Expenditure Total	9,718,416	9,998,937	9,012,553	(986,384)
EXPENDITURE BY PROGRAM RECAP				
Administration - Adult Probation	2,999,414	3,000,180	2,009,476	(990,704)
Community Services	4,988,795	4,844,089	4,864,574	20,485
Pre-Sentencing Investigation	1,730,207	2,154,668	2,138,503	(16,165)
Expenditure By Program Recap Total	9,718,416	9,998,937	9,012,553	(986,384)

AGING AND ADULT SERVICES

Mission The mission of the Department of Aging and Adult Services is to assist older and functionally impaired adults and their families to maximize self-sufficiency, safety, health and independence, so that they can remain living in the community for as long as possible and maintain the highest quality of life.

Services The department comprises three divisions. (1) The Commission on the Aging provides funding for programs designed to help seniors remain in their homes, such as delivered meals; programs for independent seniors, such as adult day programs; and funding for 10 Senior Centrals around the city. (2) Public-Administrator-Public Guardian provides financial management and personal conservatorship for vulnerable adults. (3) Mental Health Conservatorship protects the personal and financial interests of persons found by the court to be a danger to society or themselves. For further information about the department's services, please call (415) 554-5055.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$20,124,836	\$25,869,962	\$27,960,720	\$2,090,758	8.08%
Total FTE	68.22	89.05	115.00	25.95	29.14%

Budget Issues and Details

Creating a Continuum of Care

- To simplify and make City services more accessible, the 2000-2001 budget formed a new Department of Aging and Adult Services which merged the Commission on the Aging, Public Guardian/Administrator and the Mental Health Conservator, which were formerly in three different departments. In 2001-2002, the budget furthers the goal of creating a "continuum of care" for clients by absorbing the Adult Protective Services Division, currently part of the Department of Human Services.

Adult Protective Services (APS) is responsible for investigation and intervention in cases of physical or financial abuse of adults or self-neglect. APS is a service that has expanded rapidly over the past three years due to major changes in state law. Integration of APS into the department will improve its ability to transition elders and other adults into appropriate ongoing care.

Growing Elderly Population

- As in the past several years, demographic trends for San Francisco indicate that the city's elder population is growing rapidly. In 1990, the median age of all San Franciscans was 35 years; in 2010, the median age will reach 45 years. In addition to growing client numbers overall, the characteristics of the department's clientele is also changing. The clients are increasingly poor, older, and suffering from multiple maladies, requiring more intensive and complex care. Programs offered by the department provide services necessary to allow many clients to stay in their homes.

Expanded Services

- Many of the services funded by the Department of Aging and Adult Services are provided through a network of some 45 community-based agencies serving the elderly. The Mayor's budget includes an increase for operating expenditures for 2001-2002. Additionally, the department will be working to distribute a one-time addition of \$2 million in project funding to meet some of the unmet needs for services. In partnership with its providers, the department proposes to increase contract funding by \$1 million for ongoing unmet needs such as additional case management, adult day health care, meals, and housing placement and \$1 million for infrastructure needs of the community-based agencies themselves, such as kitchen equipment and vans for a program that prepares and delivers meals. These funds will allow the community organizations to reach more San Franciscans and to improve productivity and customer service.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
ACCESS TO SERVICES				
Provide information and access to services for seniors				
■ Number of requests for information provided through the ten Senior Centrals	93,916	106,181	93,968	95,000
■ Number of referrals and assistance provided to senior consumers for services including transportation, legal services, elder abuse prevention training, and health insurance counseling	99,899	108,231	106,119	108,000
COMMISSION ON THE AGING				
Increase the level of customer service satisfaction				
■ Percentage of contractors that received a rating of "overall satisfaction" from annual survey of senior consumers	98%	98%	98%	98%
COUNTY VETERANS SERVICES				
Secure federal and state benefits for veterans				
■ Number of veterans for whom federal and state benefits are secured	164	150	214	200
PUBLIC ADMINISTRATOR/GUARDIAN				
Provide effective public guardian services				
■ Number of Public Guardian/Administrator cases closed	318	385	400	425
■ Number of referrals made to the Public Guardian/Administrator	620	635	637	650

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	68.22	89.05	115.00	25.95
Net Operating Positions	68.22	89.05	115.00	25.95
REVENUES				
Local Taxes	10,093,167	10,849,000	11,674,000	825,000
Intergovernmental Revenue - Federal	3,522,572	3,587,884	3,690,147	102,263
Intergovernmental Revenue - State	2,539,064	2,045,110	1,795,869	(249,241)
Charges For Services	1,696,350	2,407,500	2,762,000	354,500
Other Revenues	0	0	72,239	72,239
Transfers In	14,627	0	0	0
Expenditure Recovery	123,629	171,627	3,501,889	3,330,262
Fund Balance	0	1,439,000	0	(1,439,000)
General Fund Support	2,135,427	5,369,841	4,464,576	(905,265)
Revenue Total	20,124,836	25,869,962	27,960,720	2,090,758
OPERATING EXPENDITURES				
Salaries and Wages	3,689,215	5,154,303	7,101,239	1,946,936
Fringe Benefits	895,533	1,272,469	1,754,202	481,733
Non-Personal Services	14,383,475	18,099,725	16,218,120	(1,881,605)
Materials and Supplies	46,306	50,244	96,744	46,500
Equipment	20,247	65,000	189,000	124,000
Services of Other Departments	462,129	1,228,221	2,601,415	1,373,194
Transfers Out	627,931	0	0	0
Operating Expenditure Total	20,124,836	25,869,962	27,960,720	2,090,758
EXPENDITURE BY PROGRAM RECAP				
Access To Services	1,742,774	1,671,891	2,405,130	733,239
Administration	0	109,226	1,787,740	1,678,514
Adult Services	0	0	3,403,262	3,403,262
Commission On The Aging	2,097,660	1,941,306	1,338,413	(602,893)
County Veterans Services	238,790	256,068	287,410	31,342
Mental Health Conservator Services	0	1,536,922	1,669,611	132,689
Public Administrator/Guardian	3,402,995	4,157,978	3,777,709	(380,269)
Senior Central Development	1,249,607	3,500,372	1,484,314	(2,016,058)
Seniors Independent	6,536,533	7,743,724	6,800,980	(942,744)
Services To Frail Elders	4,856,477	4,952,475	5,006,151	53,676
Expenditure By Program Recap Total	20,124,836	25,869,962	27,960,720	2,090,758

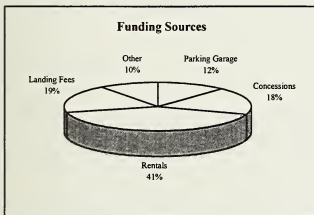
AIRPORT COMMISSION

Mission The mission of the Airport Commission and the San Francisco International Airport (SFO) is to offer safe and efficient facilities and services for domestic and international air travel.

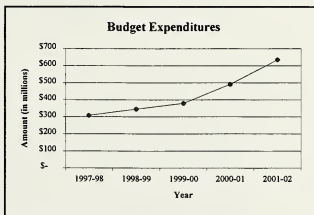
Services Operation and maintenance of airport facilities and runways, safety and security services, airport museum and exhibits, and a noise abatement program.

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$380,116,739	\$492,143,804	\$635,933,059	\$143,789,255	29.22%
Total FTE	1,517.16	1,577.60	1,578.14	0.54	0.03%



The Airport Commission's revenue sources for 2001-2002 are projected to include 41 percent from airline terminal, hangar, and cargo rentals, while food and gift concessions will contribute 18 percent.



In the last five years, the Airport's total budget has more than doubled, from \$309 million to \$636 million, in order to meet the needs of SFO's expansion.

Budget Issues and Details

Safety and Security

- The Airport Commission is working with the Federal Aviation Administration to reengineer the security program to ensure a seamless security protocol for both the new international terminal and existing terminals. SFO is providing additional staff, employee training, and other resources to the security program to facilitate

the necessary policy and programmatic enhancements. SFO's commitment to safety and security includes ensuring that roadways are safe and well lighted, the airport is prepared to respond to fire and life-safety emergency situations, and that facilities are seismically and structurally sound.

Airport Facilities

- SFO's 50-year-old parallel runways are separated by only 750 feet, which requires that one runway be shut down for safety reasons during the foggy and windy weather that occurs one out of every two days. These closures result in flight delays. Increasing the separation between runways to 4,300 feet, the width generally recommended by the FAA, would allow dual arrivals during all weather conditions.

The Airport is exhaustively studying both "build" and "no-build" options to solve the delay problem and to best address the region's air transportation needs. Any build option would involve "fill" in San Francisco Bay. To thoroughly evaluate such an option, the Airport Commission is currently conducting the most comprehensive and historic environmental studies ever done on this treasured body of water.

In the meantime, the Airport will acquire a Precision Runway Monitoring system to increase the number of landings per hour during inclement weather. Also, SFO has enhanced facility operation, maintenance, and communication by installing an advanced technological system to create one of the largest common-use environments of any U.S. airport. The facility includes advanced information and telecommunications systems for the entire airport community.

Airport Transportation

- The Airport Commission will complete work on two transportation projects in 2001-2002. AirTrain is a light rail system that will serve passengers and airport employees traveling throughout the airport. Service is expected to begin in June 2002. Construction of station facilities to accommodate BART to the airport and provide a direct link to AirTrain and to the new International Terminal is forecast to be complete in August 2001, and actual BART service is expected to begin in Autumn 2002. BART management projects 17,000 daily riders.

Customer Service and Satisfaction

- With the opening of the new international terminal, SFO has succeeded in enhancing overall customer service by providing numerous amenities, including 168 airline check-in counters to process passengers quickly and world-class dining and shopping that reflects the regional characteristics of the Bay Area. The new Customs and Immigration Facility is four times larger than before, allowing travelers to be processed in less than 45 minutes.

In 2001-2002, SFO will install new roadways, signage, and curbside management to improve ground access to the airport. There will also be upgrades to moving walks and elevators, enhanced electrical supply, and a more user-friendly rental car facility.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
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ADMINISTRATION, BUSINESS

Be an economic growth engine for San Francisco and the Bay Area

■ Amount of annual service payment to the City's General Fund, in millions	\$22.40	\$27.00	\$27.00	\$30.00
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FACILITIES MAINTENANCE, CONSTRUCTION

Enhance community relations and environmental commitments

■ Cumulative number of homes insulated to mitigate the impact of airport noise	10,707	11,840	12,551	13,090
■ Total funds dispersed for noise insulation, in millions	\$99.70	\$107.70	\$110.74	\$115.33

Provide air travelers with the highest standards of excellence today and in the future

■ Overall airport rating (annual survey with 1-5 scale)	3.70	3.80	4.00	4.00
■ Overall survey rating of airport cleanliness	3.80	4.20	4.00	4.00
■ Overall survey rating of helpfulness of information booths	3.70	3.80	4.00	4.00
■ Overall survey rating of ease of finding way around the airport	4.40	4.60	5.00	5.00

SAFETY & SECURITY

Meet or exceed all federal safety and security standards and provide a safe environment for the airport community

■ Number of FAA security violations committed by SFO	13	0	4	0
■ Number of fatalities due to operations failure or natural disasters	0	0	0	0

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	1,803.49	1,967.85	2,005.89	38.04
Non-Operating Positions (Funded by Capital/Other)	(286.33)	(390.25)	(427.75)	(37.50)
Net Operating Positions	1,517.16	1,577.60	1,578.14	0.54
REVENUES				
Licenses and Fines	655,142	532,000	682,000	150,000
Use of Money or Property	187,151,736	213,136,000	215,634,870	2,498,870
Intergovernmental Revenue - Federal	29,865	88,000	88,000	0
Charges For Services	176,659,184	268,702,767	403,674,743	134,971,976
Other Revenues	21,323,381	33,038,000	26,816,000	(6,222,000)
Expenditure Recovery	820	0	0	0
Fund Balance	22,523,939	12,520,506	26,139,900	13,619,394
Departmental Transfer Adjustment	(28,227,328)	(35,873,469)	(37,102,454)	(1,228,985)
Revenue Total	380,116,739	492,143,804	635,933,059	143,789,255
OPERATING EXPENDITURES				
Salaries and Wages	56,670,324	79,302,135	82,653,033	3,350,898
Fringe Benefits	13,720,295	19,427,781	21,408,887	1,981,106
Non-Personal Services	15,332,041	34,036,967	34,084,161	47,194
Materials and Supplies	7,002,777	10,698,055	9,962,929	(735,126)
Equipment	1,792,001	1,540,900	1,825,000	284,100
Debt Service	163,195,797	190,860,704	260,000,000	69,139,296
Services of Other Departments	21,369,669	28,567,460	48,228,832	19,661,372
Transfers Out	22,149,832	28,327,877	29,327,877	1,000,000
Operating Expenditure Total	301,232,736	392,761,879	487,490,719	94,728,840
PROJECT EXPENDITURES				
Facilities Maintenance	1,802,117	5,883,002	2,900,000	(2,983,002)
Administration	2,587,827	3,022,495	1,011,197	(2,011,298)
Airport Business Outreach	1,414,814	913,291	1,074,560	161,269
Airport Concession Program	1,955,100	245,680	246,640	960
Airport Security	170,381	429,683	1,032,456	602,773
Airport Systems	197,257	1,422,342	1,214,586	(207,756)
Airport Train Operation	0	239,640	894,534	654,894
Airport Transit Information Booth	1,358,558	2,510,000	1,910,000	(600,000)
Airport-SFPD Cost	1,377,950	1,368,136	1,678,025	309,889
Aviation Museum	500,530	1,170,326	1,344,590	174,264
Bureau of Design & Construction	710,949	1,124,715	1,020,411	(104,304)
Bureau of Employment	774,328	2,045,546	1,103,485	(942,061)
Bureau of Planning/Environmental Affairs	1,152,093	4,825,470	3,176,811	(1,648,659)
Children's Museum	192,267	582,736	366,637	(216,099)
Concession Space Management	0	51,500	46,500	(5,000)
Departure Hall Restrooms	0	0	955,000	955,000
Environmental Control Program	1,252,694	1,564,899	354,038	(1,210,861)
Exhibitions, Museums & Cultural Exchange	1,602,444	2,059,337	1,679,532	(379,805)
Geographic Information System	468,186	1,030,172	711,066	(319,106)

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

				2000-2001 vs
	1999-2000	2000-2001	2001-2002	2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
PROJECT EXPENDITURES (CONTINUED)				
Governmental Affairs	1,048,948	1,063,002	1,371,548	308,546
Ground Transportation	2,710,512	8,951,614	8,512,130	(439,484)
International Aviation Development	581,219	1,358,488	1,020,744	(337,744)
International Services	566,569	353,479	903,056	549,577
Legal Services	5,595,927	7,083,411	6,511,789	(571,622)
Market Analysis & Development	2,119,429	2,375,812	2,456,645	80,833
Medical Clinic	3,089,603	3,201,864	2,400,000	(801,864)
Noise Monitoring Program	4,064,370	3,076,538	3,164,403	87,865
Parking Garage Management	15,116,899	21,854,365	22,902,871	1,048,506
Passenger Facility Fee Project	0	0	60,000,000	60,000,000
Personnel Services	1,776,313	3,024,831	1,473,612	(1,551,219)
Risk Management	2,087,045	2,765,404	1,837,274	(928,130)
Runway 2020	553,771	755,864	1	(755,863)
Stop Elevators/Escalators @ Intl Term	0	0	1,995,000	1,995,000
Technical Services	1,132,959	1,137,696	925,549	(212,147)
Transportation System Management	5,250,813	8,214,455	8,497,650	283,195
Utility Infrastructure Program	0	0	1,750,000	1,750,000
Capital Improvement Projects	15,672,131	3,676,132	0	(3,676,132)
Project Expenditure Total	78,884,003	99,381,925	148,442,340	49,060,415

EXPENDITURE BY PROGRAM RECAP

Administration, Business	260,394,788	330,328,548	470,588,282	140,259,734
Facilities Maintenance, Construction	74,713,821	96,699,443	98,161,884	1,462,441
Safety & Security	45,008,130	65,115,813	67,182,893	2,067,080
Expenditure By Program Recap Total	380,116,739	492,143,804	635,933,059	143,789,255

ART COMMISSION

Mission The mission of the Art Commission is to promote the arts in San Francisco.

Services Civic design review, Civic Art Collection maintenance, community arts and education programs, cultural equity grants, Art Commission Gallery exhibitions, street artist program, and municipal symphony programs. For more information about these services, please call (415) 252-2590.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$6,627,201	\$9,235,037	\$8,412,074	(\$822,963)	(8.91%)
Total FTE	20.21	21.81	23.31	1.50	6.88%

Budget Issues and Details

New Additions to the Public Art Program

- **San Francisco International Airport:** The Art Commission enjoyed local and national praise for the 17 permanent art works commissioned for the new San Francisco International Airport expansion in the previous fiscal year. As a result of further planned construction for the international airport, a new series of projects will be commissioned in 2001-2002. A total of \$72,597 from airport bonds has been authorized for these art works.
- **Third Street Light Rail Project:** Three artist teams have been commissioned to create designs that will be integrated into the overall design of this new extension of light rail transit. Art Commission staff is involved in the overall development of the urban design for the entire transit system and with the interface and articulation of the art and transit infrastructure.

In addition, the Art Commission has developed a youth art component. In 2001-2002, an artist has been hired to work with youth in each of the three neighborhoods traversed by the new transit system. Three sites have been selected to participate: Potrero Neighborhood House, the Bayview Opera House Ruth Williams Memorial Theater, and the Visitation Valley Community Beacon. Eventually the childrens' art will be translated into a permanent media and installed throughout the system to function as wind screens. The total Art Enrichment budget is \$2.9 million.

Repairing Historical Public Art with Community Partnerships

- The Art Commission inventories, catalogs, and maintains over 3,000 works of art that are owned by the City and County of San Francisco. Management of the Civic Collection entails curatorial evaluation, historical research, and monument maintenance. In its capacity as caretaker of the collection, the Art Commission has identified significant structural problems with the Admiral Dewey monument in Union Square. In addition, the James A. Garfield monument in Golden Gate Park will enter phase two of repairs.
- The Art Commission, in partnership with the Union Square Association, will pool resources to restore the Admiral Dewey monument located in Union Square. It is situated in the center of Union Square and requires cleaning and stabilization. The project consists of removing and lowering the 95-foot bronze figure to street level in order to clean it. Protective coatings will be applied to prevent further deterioration and maximize longevity. All stone elements will also be cleaned and the lower portions of the monument will receive a sacrificial coating to guard against graffiti. Working in tandem with the larger Union Square Improvement project to be completed in May 2002, the Art Commission will complete this project before the new Union Square is unveiled. The Union Square Association has committed to match the City's \$50,000 to restore the monument.
- The James A. Garfield monument was created in 1884. The monument has several structural problems. The restoration project is designed in two phases. Last year, the Art Commission funded replacing the foundation and reinforcing the stone apron and bronze portions of the monument. In 2001-2002, conservation treatments will be applied to both the bronze and stone portions of the monument, adding a protective coat to guard against further deterioration and graffiti. The City has committed \$52,000 to finish the restoration of this monument in 2001-2002.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
COMMUNITY ARTS & EDUCATION				
Transform San Francisco youth and their communities through creative writing classes				
■ Percentage of youth participating in WritersCorps that increase their self-confidence in expressing themselves	85%	80%	80%	80%
■ Percentage of youth participating in WritersCorps that improve their writing skills by at least one level of the writing rubric	82%	80%	80%	80%
■ Number of hours of service provided	5,773	8,000	8,000	8,000
CULTURAL EQUITY				
Provide financial support to cultural organizations to ensure that all cultures of the City are represented				
■ Number of grants awarded by the Art Commission	99	133	133	140
■ Total amount of grants, in millions	\$1.50	\$1.80	\$1.90	\$2.00
GALLERY				
Showcase Bay Area emerging artists by providing high quality exhibitions and installations				
■ Number of emerging Bay Area artists represented at four exhibition sites and the Slide Registry	775	850	800	800
■ Average audience attending exhibitions	40,000	44,000	44,000	44,000
MUNICIPAL SYMPHONY CONCERTS				
Produce affordable, high-caliber popular concerts				
■ Number of municipal Pops concerts produced	17	18	16	16
■ Average attendance at Pops concerts	35,000	35,000	37,604	38,000
PUBLIC ART				
Provide equal or equivalent experience of newly commissioned artworks for persons with disabilities				
■ Number of public art projects with equal access for persons with disabilities	N/A	10	6	10
STREET ARTISTS				
Allow artists to support themselves through selling their work				
■ Number of licensed street artists (annual average)	381	400	385	400
■ Number of first-time licenses issued	151	140	122	151
■ Number of first-time artists screened	128	150	130	150

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	22.21	26.31	28.31	2.00
Non-Operating Positions (Funded by Capital/Other)	(2.00)	(4.50)	(5.00)	(0.50)
Net Operating Positions	20.21	21.81	23.31	1.50

REVENUES

Local Taxes	3,838,402	3,946,126	4,433,352	487,226
Licenses and Fines	144,760	146,766	156,317	9,551
Use of Money or Property	44,859	17,451	19,359	1,908
Intergovernmental Revenue - Federal	9,582	0	0	0
Intergovernmental Revenue - State	83,735	40,000	40,000	0
Charges For Services	81,097	84,480	88,517	4,037
Other Revenues	185	119,579	123,764	4,185
Transfers In	636,500	492,325	462,000	(30,325)
Expenditure Recovery	136,625	772,030	723,869	(48,161)
Other Funding Sources	173,375	0	0	0
General Fund Support	1,478,081	3,616,280	2,364,896	(1,251,384)
Revenue Total	6,627,201	9,235,037	8,412,074	(822,963)

OPERATING EXPENDITURES

Salaries and Wages	546,185	923,429	1,141,804	218,375
Fringe Benefits	139,406	227,789	221,469	(6,320)
Non-Personal Services	2,162,750	1,803,045	139,314	(1,663,731)
Materials and Supplies	5,968	14,750	14,750	0
Equipment	14,862	40,000	0	(40,000)
Services of Other Departments	52,978	72,971	109,955	36,984
Transfers Out	64,230	0	0	0
Operating Expenditure Total	2,986,379	3,081,984	1,627,292	(1,454,692)

PROJECT EXPENDITURES

Facilities Maintenance	159,927	144,600	310,000	165,400
Art Commission Projects	889,144	925,926	925,926	0
CAE - Youth Arts - Grants	90,053	126,754	131,741	4,987
Cultural Centers	1,881,584	2,278,047	2,541,000	262,953
Culture Equity Grant-administration	128,668	2,045,925	2,386,022	340,097
Hotel Tax Grant For City Hall Exhibit	14,120	15,000	15,000	0
Market Street - Public Art - Artwork	89,483	91,756	96,899	5,143
Street Artist License Administration	155,515	146,766	156,317	9,551
Street Furniture	0	3,000	3,000	0
TANF Program - Log Cabin	0	50,000	50,000	0
Writers Corps	120,563	325,279	168,877	(156,402)
Capital Improvement Projects	111,765	0	0	0
Project Expenditure Total	3,640,822	6,153,053	6,784,782	631,729

EXPENDITURE BY PROGRAM RECAP

Art Commission - Administration	844,252	2,437,108	1,032,300	(1,404,808)
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TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
Civic Collection	140,312	69,600	163,000	93,400
Community Arts & Education	2,514,446	3,053,205	3,078,618	25,413
Cultural Equity	1,548,744	2,045,925	2,386,022	340,097
Gallery	14,120	15,000	15,000	0
Municipal Symphony Concerts	889,144	925,926	925,926	0
Public Art	517,922	541,507	654,891	113,384
Street Artists	158,261	146,766	156,317	9,551
Expenditure By Program Recap Total	6,627,201	9,235,037	8,412,074	(822,963)

ASIAN ART MUSEUM

Mission The mission of the Asian Art Museum is to lead a diverse audience toward discovering the unique material, aesthetic and intellectual achievements of Asian art and culture.

Services The Asian Art Museum houses the Avery Brundage Collection, hosts special exhibitions and offers various educational and outreach programs. For more information about the museum and its services, please call (415) 379-8800.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$2,129,796	\$2,158,195	\$3,449,262	\$1,291,067	59.82%
Total FTE	10.00	9.80	30.39	20.59	210.10%

Budget Issues and Details

Assuming New Responsibilities While Preparing to Move to a New Museum

- The Asian Art Museum faces a year of transition in 2001-2002. In December 2000, the M.H. de Young Museum closed its doors, compelling the Asian Art Museum to assume activities previously undertaken by the de Young. The 2001-2002 budget transfers 16 positions, including 15 security guards and one engineer, from the Fine Arts Museums to the Asian Art Museum. This will allow the Asian Art to create and maintain a security-guard force and care for its facility in Golden Gate Park and, subsequently, its new museum in the Civic Center.
- In October 2001, the Asian Art Museum will close in preparation for moving its entire 12,000-piece collection to the newly renovated Old Main Library in the Civic Center. The museum plans to open in its new location in July 2002. Museum management and staff continue to tackle the logistical challenges of packing and moving 12,000 pieces of art. To prepare for its relocation, the Asian Art Museum will inventory, catalog and place a bar code on every item in its collection.
- The museum also intends to engage in increased research and conservation to prepare for installation and display of the collection in its new building. Currently, the museum has the space to display only about six percent of its collection at any time. Once the move is complete, the museum will have the space and facilities to display a much larger portion of its collection.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
ASIAN ART MUSEUM				
Increase museum membership				
■ Number of museum members	10,446	9,800	14,000	10,000
Increase number of museum visitors				
■ Number of museum visitors (museum closing October 2001)	312,425	380,000	317,000	18,000
Provide quality programs on Asian art and culture				
■ Number of education program participants	21,806	18,000	19,500	7,000
■ Number of cultural program participants	30,230	20,000	20,000	10,000

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	10.00	9.80	30.39	20.59
Net Operating Positions	10.00	9.80	30.39	20.59
REVENUES				
Local Taxes	1,845,437	1,872,062	2,139,844	267,782
Charges For Services	0	0	75,000	75,000
Fund Balance	284,359	286,133	0	(286,133)
General Fund Support	0	0	1,234,418	1,234,418
Revenue Total	2,129,796	2,158,195	3,449,262	1,291,067
OPERATING EXPENDITURES				
Salaries and Wages	663,593	691,689	1,800,399	1,108,710
Fringe Benefits	164,268	158,316	427,510	269,194
Non-Personal Services	992,591	1,102,621	820,489	(282,132)
Services of Other Departments	250,289	205,569	342,733	137,164
Budgetary Reserves	0	0	58,131	58,131
Operating Expenditure Total	2,070,741	2,158,195	3,449,262	1,291,067
PROJECT EXPENDITURES				
Facilities Maintenance	26,566	0	0	0
Capital Improvement Projects	32,489	0	0	0
Project Expenditure Total	59,055	0	0	0
EXPENDITURE BY PROGRAM RECAP				
Asian Art Museum	2,129,796	2,158,195	3,449,262	1,291,067
Expenditure By Program Recap Total	2,129,796	2,158,195	3,449,262	1,291,067

ASSESSOR / RECORDER

Mission The mission of the Office of the Assessor/Recorder is to perform accurate, fair and uniform assessments of all city and county property; identify and assess all taxable property; implement property tax laws; protect the personal property rights of the public; and provide public access to records.

Services The Assessor/Recorder's Office provides appraisal and record maintenance of assessments and assessment standards and maintains public documents associated with land transactions, including deed, security agreements, liens and maps. For additional information, please call (415) 554-4176.

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$12,308,433	\$12,346,794	\$11,605,469	(\$741,325)	(6.00%)
Total FTE	135.12	134.08	138.90	4.82	3.59%

Budget Issues and Details

Increased Customer Service

- In 2000-2001 the department allocated funding for the development of a re-engineering plan that analyzed the department's work processes and identified increased customer service as the key intention of the plan.

In 2001-2002 the department will implement the redesign of their customer service support unit to respond to the taxpayers' request for greater efficiency. The redevelopment will include restructuring the customer service area at City Hall to be "user-friendly" by lowering counters and installing computer workstations, providing specialized training for front counter personnel, increasing public access to film research, and installing more security equipment.

Enhancement of Property Assessment System

- As part of the department's continued commitment to automate the recorder-assessment process, the department will be implementing a system of "direct enrollment" that will speed up processing time for specific deed types. This enhancement will allow the system to reference recorded deeds using the address of a property when block and lot numbers are unavailable. The system will automati-

cally process numerous changes in ownership, process ownership history, calculate sales price from transfer tax paid, and enroll the sales price as the assessed value for selected transactions.

Enhancements to the current system will promote taxpayer confidence through increased efficiency and fairness associated with timely and accurate processing of taxpayer requests.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
PERSONAL PROPERTY				
Assess all personal property, trade fixtures, boats and leasehold improvements				
■ Percentage of San Francisco business property parcels surveyed and business activities updated	N/A	50%	52%	50%
REAL PROPERTY				
Assess all taxable real property within the City				
■ Percentage of properties with change of ownership or new construction that are appraised annually	N/A	100%	95%	97%
■ Percentage of properties reassessed within 30 days of ownership change or completion of new construction	N/A	90%	80%	85%
TECHNICAL SERVICES				
Maintain and update the assessment roll timely				
■ Percentage of sales assessment data entered within 30 days of receipt	N/A	100%	95%	98%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	135.12	134.08	138.90	4.82
Net Operating Positions	135.12	134.08	138.90	4.82
REVENUES				
Local Taxes	815,091	0	0	0
Intergovernmental Revenue - State	1,013,332	1,013,000	1,013,000	0
Charges For Services	2,765,566	2,267,307	2,237,264	(30,043)
Fund Balance	0	54,144	41,541	(12,603)
General Fund Support	7,714,444	9,012,343	8,313,664	(698,679)
Revenue Total	12,308,433	12,346,794	11,605,469	(741,325)
OPERATING EXPENDITURES				
Salaries and Wages	6,004,656	6,450,636	6,657,359	206,723
Fringe Benefits	1,510,905	1,593,109	1,647,276	54,167
Non-Personal Services	1,058,949	1,042,082	150,785	(891,297)
Materials and Supplies	166,781	60,550	60,550	0
Equipment	19,729	0	0	0
Services of Other Departments	1,102,243	1,006,387	928,694	(77,693)
Operating Expenditure Total	9,863,263	10,152,764	9,444,664	(708,100)
PROJECT EXPENDITURES				
AB719/Property Tax System Project	1,344,199	1,013,000	1,013,000	0
Document Storage & Conversion	404,461	220,043	224,541	4,498
Page Recorders Modernization	436,376	666,408	612,264	(54,144)
Recorder Indexing Project	246,424	285,579	300,000	14,421
Statistics Fee Collection-Recorder	13,710	9,000	11,000	2,000
Project Expenditure Total	2,445,170	2,194,030	2,160,805	(33,225)
EXPENDITURE BY PROGRAM RECAP				
Personal Property	2,005,659	2,142,827	2,179,033	36,206
Real Property	3,160,654	2,978,137	3,020,587	42,450
Recorder	1,925,626	2,009,051	2,008,099	(952)
Tax Assessment	4,153,049	3,990,896	3,095,369	(895,527)
Technical Services	1,063,445	1,225,883	1,302,381	76,498
Expenditure By Program Recap Total	12,308,433	12,346,794	11,605,469	(741,325)

BOARD OF APPEALS

Mission The mission of the Board of Appeals is to provide a final administrative review of the condition of permits, permit issuance, suspension, revocation, and penalties for City and County departments.

Services The Board of Appeals provides the public hearing process for review and discussion of departmental decisions. For additional information regarding the board's services, please call (415) 575-6880.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$332,266	\$439,920	\$431,406	(\$8,514)	(1.94%)
Total FTE	4.33	5.14	4.38	(0.76)	(14.79%)

Budget Issues and Details

Workspace Improvements and Technology Upgrades

- The 2001-2002 budget for the Board of Appeals includes funding for workspace improvements and technology upgrades to improve staff productivity and customer service.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
APPEALS PROCESSING				
Provide a fair and efficient administrative appeals process to the public				
■ Percentage of cases scheduled for hearing within 45 days of application	75%	50%	60%	70%
■ Percentage of written findings distributed within 30 days of decision	85%	99%	99%	99%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	4.33	5.14	4.38	(0.76)
Net Operating Positions	4.33	5.14	4.38	(0.76)
REVENUES				
Charges For Services	51,400	49,000	49,000	0
General Fund Support	280,866	390,920	382,406	(8,514)
Revenue Total	332,266	439,920	431,406	(8,514)
OPERATING EXPENDITURES				
Salaries and Wages	246,647	335,700	298,268	(37,432)
Fringe Benefits	60,279	73,069	66,432	(6,637)
Non-Personal Services	15,355	19,514	20,274	760
Materials and Supplies	3,528	2,500	22,043	19,543
Equipment	0	0	12,694	12,694
Services of Other Departments	6,457	9,137	11,695	2,558
Operating Expenditure Total	332,266	439,920	431,406	(8,514)
EXPENDITURE BY PROGRAM RECAP				
Appeals Processing	332,266	439,920	431,406	(8,514)
Expenditure By Program Recap Total	332,266	439,920	431,406	(8,514)

BOARD OF SUPERVISORS

Mission The mission of the Board of Supervisors is to respond to the needs of the people of San Francisco, establish city policies, adopt ordinances and resolutions, and exercise appropriation authority.

Services The Board of Supervisors is the legislative branch of city government. The Board authorizes all appropriations for expenditures, including the City's annual budget. It formulates public policy that serves the needs of the people of San Francisco. The Clerk of the Board manages the following programs: Assessment Appeals Board; the Youth Commission; the Sunshine Ordinance Task Force; the Budget Analyst, and the San Francisco Local Agency Formation Commission. For additional information, please call the Clerk of the Board's office at (415) 554-5184.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$8,222,309	\$9,559,044	\$8,566,789	(\$992,255)	(10.38%)
Total FTE	74.45	78.06	66.18	(11.88)	(15.22%)

Budget Issues and Details

Continue to Increase Accessibility to Information

- The Board of Supervisors is committed to instilling confidence in its services to the public and to City and County departments by providing accurate and timely information to anyone who requests its services. Toward this goal, in 2000-2001 the Board implemented the following new programs and services: published a multi-language brochure that describes how to access the Board of Supervisors; expanded public access to legislative records; and implemented a self-directed work team to improve staff efficiency.
- In 2001-2002, the Board will continue to increase access to information by increasing distribution of brochures on how to access the Board of Supervisors, further expanding public access to legislative records, and continuing the facilitation of the self-directed work team structure.
- In 2001-2002 the Board has reserved \$375,000 to fund the Office of District Community Services (ODCS).

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
BOARD OF SUPERVISORS				
Provide timely access to legislative materials				
■ Percentage of Board and Committee meeting minutes that are posted on the web site within six weeks following the meeting	85%	85%	85%	95%
■ Percentage of Board and Committee agendas that are posted on the Board's web site at least three days in advance of the meeting	85%	85%	90%	95%
■ Number of hits to the web site for meeting agendas and minutes	N/A	N/A	N/A	25,000
Provide timely, useful reporting to the Board of Supervisors				
■ Percentage of reports from the Board's Legislative Analyst that are posted on the web site at least 72 hours prior to a Committee hearing	100%	100%	100%	100%
Respond to inquiries from the Board and the public				
■ Percentage of written requests that are answered within 24 hours of receipt	89%	80%	85%	85%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	74.45	78.06	66.18	(11.88)
Net Operating Positions	74.45	78.06	66.18	(11.88)
REVENUES				
Charges For Services	74,178	150,000	80,000	(70,000)
Expenditure Recovery	0	53,136	0	(53,136)
General Fund Support	8,148,131	9,355,908	8,486,789	(869,119)
Revenue Total	8,222,309	9,559,044	8,566,789	(992,255)
OPERATING EXPENDITURES				
Salaries and Wages	3,820,887	4,175,583	3,776,194	(399,389)
Fringe Benefits	849,544	1,021,208	918,825	(102,383)
Non-Personal Services	3,132,525	3,768,013	3,300,934	(467,079)
Materials and Supplies	157,688	167,234	156,769	(10,465)
Equipment	8,565	0	0	0
Services of Other Departments	253,100	427,006	414,067	(12,939)
Operating Expenditure Total	8,222,309	9,559,044	8,566,789	(992,255)
EXPENDITURE BY PROGRAM RECAP				
Board of Supervisors	8,054,166	8,434,117	8,159,090	(275,027)
Children's Baseline	168,143	225,841	228,102	2,261
Local Agency Formation	0	754,250	0	(754,250)
Sunshine Ordinance Task Force	0	144,836	179,597	34,761
Expenditure By Program Recap Total	8,222,309	9,559,044	8,566,789	(992,255)

PERFORMANCE BUDGET: BOARD OF SUPERVISORS – LEGISLATIVE DIVISION, CLERK OF THE BOARD'S OFFICE

Mission The mission of the Legislative Division of the Clerk of the Board of Supervisors is to facilitate the legislative process and instill confidence in its services with the Board of Supervisors, City and County departments and the public. In addition, it is the division's mission to provide accurate and timely information; be attentive, courteous, and responsive; foster a spirit of cooperation and goodwill; value diversity; and accept accountability and responsibility.

Accomplishments 2000–2001

- Processed 2,208 pieces of legislation
- Completed 543 "Clerk to Act" items (in response to Board requests)
- Expanded public access to legislative records

Objectives 2001–2002

- Process 2,468 pieces of legislation
- Process 800 Clerk to Act items
- Continue to expand public access to legislative records, placing the Finance Committee agenda packet on the Internet

Summary of Programs

	2001–2002 Proposed	
	Expenditures	Personnel FTE
Legislative Operations	1,691,774	11.90
Expand Public Access to Legislative Records	11,758	.20
Totals	\$1,703,532	12.10

Program Details

Legislative Operations

The Legislative Division of the Clerk of the Board's Office processes legislation for the Board of Supervisors, staffs nine standing legislative committees and responds to public requests for information. During 2000-2001, the Clerk of the Board processed 1,135 resolutions, 394 ordinances and 239 motions, and administered 440 hearings. The Legislative Division staffs the weekly Board of Supervisor's meeting, as well as the 12 to 15 committees meetings held each month to consider proposed legislation and develop recommendations for the full Board.

In 2000-2001, in addition to processing legislation, the Clerk acted 543 times in response to requests from members of the Board of Supervisors. Action by the Clerk included notifying city departments about Board requests for information and action and then following-up on those requests.

Performance Measures

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
■ Legislation processed	2,185	2,208	2,208	2,468
■ Clerk to Act items processed	355	543	543	800

Budget

	2001-2002 <u>Proposed</u>
PERSONNEL	FTE
1146 Clerk of the Board	.75
1140 Deputy Clerk	.95
8118 Legislation Clerk	1.00
8116 Legislative Calendar Clerk	1.00
1426 Senior Clerk Typist	2.20
1022 IS Administrator	1.00
1492 Assistant Clerk	5.00
Total Program Personnel	11.90

REVENUES

General Fund Support	1,691,774
Revenue Total	1,691,774

OPERATING EXPENDITURES

Salaries and Wages	767,344
Fringe Benefits	115,101
Overhead	82,731
Nonpersonal Services	0
Official Advertising	600,000
Citywatch Services	44,998
Reproduction	61,600

<i>Budget</i>	2001-2002 <u>Proposed</u>
Faxing of Agendas	20,000
Materials and Supplies	0
Equipment	0
Services of Other Departments	0
Operating Expenditure Total	1,691,774
<hr/>	
Program Expenditure Total	1,691,774

Expand Public Access to Legislative Records

The Clerk of the Board expanded public access to legislative records in 2000-2001 by making committee agendas, minutes and most agenda packets available on the Internet. Staff scanned agenda packets, consisting of reports, draft legislation, and other attachments for eight of nine legislative committees. Agenda packets for the weekly Finance Committee and Board of Supervisors meetings have not yet been placed on the Internet due to logistical difficulties stemming from their size and timing. In 2001-2002 the Clerk of the Board will further expand public access to legislative records by scanning and putting the weekly agenda packets of the Finance Committee and Board meetings on the Internet. A new scanning module for the photocopy machine will allow scanning to be completed during the copying process, saving staff time and effort.

In 2001-2002 the Clerk of the Board will continue to implement a process to receive all proposed legislation from City departments in electronic form for attachment to the official Board files. This project will provide enhanced public access to the original text, as well as amended versions of resolutions, ordinances and motions, through the legislative tracking system.

Performance Measures

	1999–2000 <u>Actual</u>	2000–2001 <u>Target</u>	2000–2001 <u>Projected</u>	2001–2002 <u>Target</u>
■ Legislative agenda packets posted to the Internet within 48 to 72 hours prior to a Board or Committee Meeting	N/A	75%	60%	75%

Budget

2001-2002
Proposed

PERSONNEL

FTE

1022 IS Administrator

.20

Total Program Personnel

.20

REVENUES

General Fund Support

11,750

Revenue Total

11,750

OPERATING EXPENDITURES

Salaries and Wages

10,224

Fringe Benefits

1,534

Overhead

0

Non-Personal Services

0

Materials and Supplies

0

Equipment

0

Services of Other Departments

0

Operating Expenditure Total

11,758

Program Expenditure Total

11,758

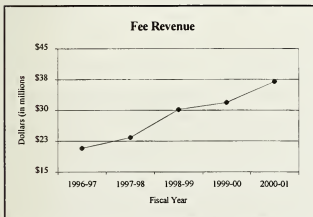
BUILDING INSPECTION

Mission The mission of the Department of Building Inspection (DBI) is to safeguard the life and property of the citizens of San Francisco by enforcing the City's building, housing, plumbing, electrical and mechanical codes and its disability access regulations.

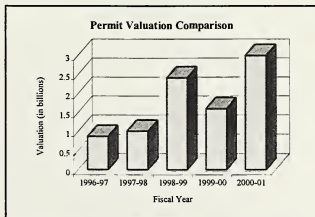
Services Review plans and issue permits for proposed and in-progress construction projects; and inspect buildings, structures and sites for compliance with local, state and federal laws regulating construction and site improvements. For additional information, please call (415) 558-6088.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$28,475,820	\$34,298,219	\$35,010,770	\$712,551	2.08%
Total FTE	258.29	275.71	291.48	15.77	5.72%



Fee revenue continues to increase for DBI, reflecting an increase in the number of permits issued, as well as increases in fees collected for apartment licensing, inspection and penalties for code enforcement violations.



After dropping in 1999-2000, permit valuation increased significantly in 2000-2001. The increase indicates that the number of permits issued and the value of the construction projects for which they were issued rose in 2000-2001.

Budget Issues and Details

Improved Timeliness of Inspections and Permits

- The Department of Building Inspection continues to focus on improving service to its customers. The 2001-2002 budget includes six new inspectors to address in-

creased demand for ongoing services, such as complaint investigations and downtown district inspections, as well as new services such as medium-voltage inspections, previously conducted by Pacific Gas & Electric Company.

- The budget also includes two new clerks for the department's Pathfinder Unit and one additional clerk to staff the Express Window. The staff in the Pathfinder Unit greet customers and provide personalized information and direction to all members of the public who visit DBI's permit center. The new clerks will allow DBI to implement the unit on a full-time basis. The Express Window provides quick service for customers who need permit approval but are not required to submit plans.

Improve Code Enforcement Process

- The department has developed a new code enforcement program to focus attention and resources on building code offenses and mitigation. In 2001-2002, DBI will add two inspectors to help establish code enforcement districts. Inspectors will be assigned to a particular district, allowing them to learn about the special issues and needs of each neighborhood in the district. The new inspectors will also provide follow-up enforcement action for properties that have not been brought into compliance. This program will help to ensure that building code violations are detected and mitigated in a timely and effective fashion.
- Next year, \$93,000 will be used to provide better equipment and support for the code enforcement inspectors. Among other things, the funding will be used to purchase vehicles to conduct more timely inspections and respond to emergencies, and cameras to record inspections and provide evidence for disabled-access and lead-abatement cases.

Increase and Improve Public Access to DBI Services

- The 2001-2002 budget will continue to modernize and improve the department's computer system. Approximately \$1.3 million has been allocated to a variety of computer projects designed to increase and improve public access to DBI services. Projects include Web site updates and development, field inspection automation, a document tracking system, and enterprise printers and large-scale scanners. These tools will allow the department to put increasing amounts of information, including project plans, online. The funding will also allow the department to provide high-speed printers for public use at DBI customer computer terminals.
- In another effort to provide improved service, the DBI budget includes a senior microphoto technician to coordinate and administer a new program—the Microfilm Request Expediting Service. This program will fill the public's "rush" requests for copies of documents and plans.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
DBI - INSPECTION SERVICES				
Decrease construction inspection response time				
■ Percentage of customer-requested inspections completed within 48 hours	98%	100%	98%	100%
Improve code enforcement				
■ Percentage of general code enforcement complaints responded to within two working days	N/A	98%	N/A	98%
■ Percentage of life hazards or lack of heat complaints responded to within 24 hours	N/A	90%	N/A	90%
DBI - PERMIT SERVICES				
Improve permit delivery time				
■ Percentage of residential plans reviewed and approved within seven days	91%	95%	85%	90%
■ Percentage of commercial plans reviewed and approved within 30 days	88%	95%	91%	95%
■ Percentage of all residential permits issued over-the-counter	88%	87%	85%	87%
■ Percentage of all commercial permits issued over-the-counter	44%	55%	58%	55%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	258.29	275.71	291.48	15.77
Net Operating Positions	258.29	275.71	291.48	15.77
REVENUES				
Licenses and Fines	2,918,845	2,915,817	2,915,817	0
Use of Money or Property	1,060,500	884,396	884,396	0
Charges For Services	22,882,314	28,259,740	31,030,308	2,770,568
Expenditure Recovery	210,637	73,000	458,000	385,000
Fund Balance	3,204,415	3,343,515	922,249	(2,421,266)
Departmental Transfer Adjustment	(1,800,891)	(1,178,249)	(1,200,000)	(21,751)
Revenue Total	28,475,820	34,298,219	35,010,770	712,551
OPERATING EXPENDITURES				
Salaries and Wages	16,198,734	18,813,905	20,367,793	1,553,888
Fringe Benefits	3,610,961	4,285,471	4,729,208	443,737
Overhead	872,196	525,052	471,588	(53,464)
Non-Personal Services	2,392,518	3,602,577	4,133,516	530,939
Materials and Supplies	838,966	908,899	467,535	(441,364)
Equipment	1,362,288	397,000	888,056	491,056
Services of Other Departments	2,322,800	2,866,750	3,094,627	227,877
Transfers Out	771,448	530,198	858,447	328,249
Operating Expenditure Total	28,369,911	31,929,852	35,010,770	3,080,918
PROJECT EXPENDITURES				
Capital Improvement Projects	105,909	2,368,367	0	(2,368,367)
Project Expenditure Total	105,909	2,368,367	0	(2,368,367)
EXPENDITURE BY PROGRAM RECAP				
DBI - Administration Services	4,019,424	7,117,511	5,597,005	(1,520,506)
DBI - Inspection Services	13,657,403	15,074,297	16,044,180	969,883
DBI - Permit Services	10,798,993	12,106,411	13,369,585	1,263,174
Expenditure By Program Recap Total	28,475,820	34,298,219	35,010,770	712,551

BUSINESS AND ECONOMIC DEVELOPMENT

Mission The mission of the Business and Economic Development Department is to coordinate the economic development plans and policies of the City, attract and retain local business industry, and generate jobs for San Francisco residents.

Services Includes the Office of Small Business Affairs and its Commission, Public Finance and Capital Development, and the Treasure Island Development Authority. The department also coordinates the City's economic development policies, improves neighborhood commercial corridors, provides financing programs, processes seismic safety loan program applications, coordinates bay area intergovernmental programs and provides import and export development assistance. For additional information, please call (415) 554-6969.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$8,765,438	\$20,007,294	\$13,129,879	(\$6,877,415)	(34.37%)
Total FTE	27.73	28.83	31.56	2.73	9.47%

Budget Issues and Details

Fostering Small Businesses

- The Office of Small Business Affairs continues to serve as a one-stop resource center for small businesses. In the last year, the department organized technology and energy conservation workshops, developed a lending circle for small businesses and organized the 2000 Small Business & Entrepreneurial Forum. The 2001-2002 budget includes two new permanent staff for better support and expansion of these activities.
- Last year, the department established and administered the Small Business Façade Program for San Bruno Avenue. This pilot program provided the architectural design services of DPW and used matching funds for exterior storefront restorations. In 2001-2002, the department will extend the Façade Improvement Program to the Mission and Tenderloin neighborhood commercial corridors.

Central Freeway Corridor Redevelopment

- In 2000-2001, department staff successfully negotiated the transfer of twenty-two Central Freeway land parcels from Caltrans to the City. The department and City Planning have been engaged in a community planning process to develop a re-use plan for this land. Proceeds from the disposition of certain parcels will be used to finance the construction of the new Octavia Boulevard. In addition, over 700 new housing units, including a significant percentage of affordable housing, are expected to be developed on these parcels over the next several years.

Transbay Terminal and CalTrain

- The department continues to negotiate the extension of CalTrain to an expanded downtown Transbay Terminal. The new terminal will house a six-track underground rail facility to serve extended CalTrain service and future high-speed rail connection. This project will also provide MUNI with a new downtown bus terminal, enhancing pedestrian access at this important transit hub. The 2001-2002 budget contains over \$1 million for planning, design and environmental studies.

New and Ongoing Neighborhood Improvements

- Department staff continue to work on a number of projects in neighborhoods around the city, including: continued progress on the clean up and ultimate redevelopment of Hunter's Point Shipyard; negotiations on the transfer and preservation of the Federal Old Mint Building; continued development of the Mission Bay neighborhood and final coordination of the renovation of Union Square park and garage, to be completed by the summer of 2002.

Public Finance

- The Office of Public Finance manages the issuance and ongoing administration of a majority of the public bond debt for the City, including general obligation bonds, lease revenue bonds, and certificates of participation. As of May 1, 2001, the City's bond portfolio consisted of \$1.75 billion of outstanding obligations. During 2001-2002, the City expects to issue approximately \$110 million in general obligation bonds to finance a variety of voter-approved projects, including improvements to the San Francisco Zoo, branch libraries, the Academy of Sciences, and Laguna Honda Hospital. Among other projects for 2001-2002 are the issuance of approximately \$63 million of Settlement Obligation Bonds to finance the recently approved business tax settlement, and the issuance of an estimated \$33.8 million in certificates of participation to acquire office space which is currently leased by the City.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
ECONOMIC DEVELOPMENT				
Assist businesses in order to promote a healthy economy				
■ Number of business facades improved	N/A	N/A	12	20
■ Number of businesses assisted	N/A	N/A	600	650
Improve and maintain the City's bond rating				
■ Bond rating--Standard and Poor's	AA-	AA	AA	AA
■ Bond rating--Moody's	AA3	AA3	AA3	AA3
■ Bond rating--Fitch	AA	AA	AA	AA

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	30.73	31.83	34.56	2.73
Non-Operating Positions (Funded by Capital/Other)	(3.00)	(3.00)	(3.00)	0.00
Net Operating Positions	27.73	28.83	31.56	2.73

REVENUES

Local Taxes	200,000	200,000	0	(200,000)
Use of Money or Property	2,493,865	4,821,212	6,211,435	1,390,223
Intergovernmental Revenue - Federal	2,206,376	0	0	0
Intergovernmental Revenue - State	27,901	7,000,000	0	(7,000,000)
Charges For Services	4,745	0	0	0
Other Revenues	97,880	0	0	0
Expenditure Recovery	1,341,671	3,971,910	3,841,813	(130,097)
Fund Balance	415,284	793,958	394,054	(399,904)
Other Funding Sources	464,792	0	0	0
General Fund Support	1,512,924	3,220,214	2,682,577	(537,637)
Revenue Total	8,765,438	20,007,294	13,129,879	(6,877,415)

OPERATING EXPENDITURES

Salaries and Wages	1,225,131	1,403,348	1,606,684	203,336
Fringe Benefits	282,833	298,604	345,185	46,581
Non-Personal Services	974,714	1,167,245	1,222,000	54,755
Aid Assistance	468,098	825,000	0	(825,000)
Materials and Supplies	10,852	31,000	6,000	(25,000)
Services of Other Departments	2,159,491	106,056	74,901	(31,155)
Transfers Out	80,000	0	0	0
Operating Expenditure Total	5,201,119	3,831,253	3,254,770	(576,483)

PROJECT EXPENDITURES

Seismic Safety Loan Disbursement	0	296,637	284,086	(12,551)
Treasure Island Project	3,564,319	8,793,647	9,481,055	687,408
Unreinforced Masonry Bldg Pgm-Schools	0	85,757	109,968	24,211
Capital Improvement Projects	0	7,000,000	0	(7,000,000)
Project Expenditure Total	3,564,319	16,176,041	9,875,109	(6,300,932)

EXPENDITURE BY PROGRAM RECAP

Economic Development	2,137,741	10,066,278	2,446,870	(7,619,408)
Finance & Legislative Affairs	161,003	176,039	187,193	11,154
Office of Small Business Affairs	427,721	588,936	620,707	31,771
Seismic Safety Loan Program	27,652	382,394	394,054	11,660
Treasure Island	6,011,321	8,793,647	9,481,055	687,408
Expenditure By Program Recap Total	8,765,438	20,007,294	13,129,879	(6,877,415)

CHILD SUPPORT SERVICES

Mission The mission of the Department of Child Support Services (CSS) is to collect support for children from their parents, to achieve cost savings to the taxpayers by reducing dependence on public assistance, and to improve the quality of life for affected San Francisco children who are not on assistance.

Services Locate absent parents, establish paternity for children, establish support—including medical insurance coverage—review and adjust support orders as appropriate, collect and distribute support payments, monitor and enforce payment performance and provide public outreach. For more information, please call (415) 356-2909.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$14,932,177	\$20,631,944	\$24,292,442	\$3,660,498	17.74%
Total FTE	127.55	139.38	149.75	10.37	7.44%

Budget Issues and Details

Customer Service Unit

- Recognizing the need for increased emphasis on the social-service aspects of child support enforcement and less on the law-enforcement aspects, the state now requires local government child support departments to establish a customer service unit. Integral to this program is the recognition of the important role the non-custodial parent must play in the life of a child.
- In 2001-2002 the Customer Service Unit will provide quicker response to customer concerns, prompt and effective complaint resolution and increased outreach to the community. This unit incorporates three positions that were added during 2000-2001 to manage a specialized caseload. The new unit's responsibilities will also include the existing Non-Custodial Parent Employment and Training Demonstration Project, which is ending and will become part of a greater fatherhood initiative program sponsored by the state.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
CHILD SUPPORT SERVICES PROGRAM				
Establish child support orders				
■ Orders established as a percentage of cases needing a child support order	84%	65%	86%	90%
Establish paternity for children born out of wedlock in the county				
■ Percentage of cases with paternity established for children born out of wedlock in the prior year	68%	100%	77%	80%
Increase child support collections				
■ Child support collections current as a percentage of current support owed	59%	60%	63%	65%
■ Cases with collections on arrears as a percentage of cases with arrears owed	62%	60%	62%	65%
Save taxpayer costs by reducing dependence on public assistance				
■ Amount of child support collected per dollar expended in collection efforts	\$2.89	\$2.99	\$3.00	\$3.10

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	127.55	139.38	149.75	10.37
Net Operating Positions	127.55	139.38	149.75	10.37
REVENUES				
Use of Money or Property	0	210,000	210,000	0
Intergovernmental Revenue - Federal	13,236,290	19,420,753	24,079,442	4,658,689
Intergovernmental Revenue - State	807,622	998,191	0	(998,191)
Intergovernmental Revenue - Other	308,505	0	0	0
Charges For Services	13,492	3,000	3,000	0
Other Funding Sources	276,807	0	0	0
General Fund Support	289,461	0	0	0
Revenue Total	14,932,177	20,631,944	24,292,442	3,660,498
OPERATING EXPENDITURES				
Salaries and Wages	6,517,117	7,806,645	8,850,969	1,044,324
Fringe Benefits	1,596,207	1,952,382	2,220,215	267,833
Overhead	255,000	264,452	246,242	(18,210)
Non-Personal Services	5,686,017	9,278,854	11,439,258	2,160,404
Materials and Supplies	217,761	334,000	453,200	119,200
Equipment	98,234	26,500	61,000	34,500
Services of Other Departments	561,841	969,111	1,021,558	52,447
Operating Expenditure Total	14,932,177	20,631,944	24,292,442	3,660,498
EXPENDITURE BY PROGRAM RECAP				
Cases Consortium	4,718,601	8,206,099	10,817,353	2,611,254
Child Support Services Program	10,213,576	12,425,845	13,475,089	1,049,244
Expenditure By Program Recap Total	14,932,177	20,631,944	24,292,442	3,660,498

CHILDREN AND FAMILIES COMMISSION

Mission The mission of the San Francisco Children and Families Commission is to ensure the opportunity for optimal health and development in the first five years of life for every child born and raised in San Francisco.

Services The commission has prioritized four focus areas for services: early care and education, child and family health, family support and parent education, and children and families needing enhanced services. For more information, please call (415) 934-4854.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$120,259	\$12,884,860	\$8,273,810	(\$4,611,050)	(35.79%)
Total FTE	0.00	8.13	8.88	0.75	9.23%

Budget Issues and Details

Strategies and Investment Opportunities

- The funding allocated to San Francisco from revenue generated through Proposition 10, the Children and Families Act of 1998, was placed in the Children and Families Trust, which is a special fund governed by the San Francisco Children and Families Commission.

State law gives authority over the expenditure of this fund to the commission only; neither the Mayor nor the Board of Supervisors has oversight authority of the fund. Because the fund will be administered through the City's accounting system, the Children and Families Commission's proposed funding is provided in this document to make it accessible to the public.

- In June 2000, the commission released its strategic plan, which serves as a blueprint for the commission's efforts. In 2001-2002 the commission expects to continue funding some existing strategies and to begin new programs that target the professional development of childcare workers, thus increasing the quality of and access to care for children.
- The commission plans to fund a program of financial incentives for childcare workers to stay in the field. The principal financial incentive is to provide education sti-

pendents that will allow childcare staff to go back to school for further training.

- The commission plans to implement a program to increase the number of infant/toddler childcare spaces by providing operational support for both existing and new childcare centers and family child-care providers, improving the quality of a program or funding the creation of more space within a program.

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	0.00	8.13	8.88	0.75
Net Operating Positions	0.00	8.13	8.88	0.75
REVENUES				
Use of Money or Property	120,259	0	0	0
Intergovernmental Revenue - State	0	2,884,841	8,273,810	5,388,969
Fund Balance	0	10,000,019	0	(10,000,019)
Revenue Total	120,259	12,884,860	8,273,810	(4,611,050)
OPERATING EXPENDITURES				
Salaries and Wages	34,111	471,057	525,825	54,768
Fringe Benefits	8,020	98,999	113,390	14,391
Non-Personal Services	73,521	772,534	900,000	127,466
Aid Assistance	0	10,746,544	6,630,603	(4,115,941)
Materials and Supplies	381	56,500	0	(56,500)
Equipment	0	15,000	0	(15,000)
Services of Other Departments	4,226	724,226	103,992	(620,234)
Operating Expenditure Total	120,259	12,884,860	8,273,810	(4,611,050)
EXPENDITURE BY PROGRAM RECAP				
Children and Families Program	120,259	12,884,860	8,273,810	(4,611,050)
Expenditure By Program Recap Total	120,259	12,884,860	8,273,810	(4,611,050)

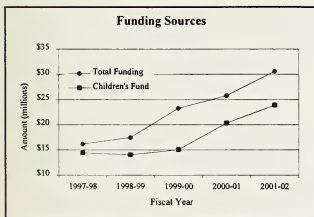
CHILDREN, YOUTH AND THEIR FAMILIES

Mission The mission of the Department of Children, Youth and Their Families (DCYF) is to bring together parents, youth, neighborhoods, city leaders, agencies, schools, and the business and non-profit communities to build the capacity of our neighborhoods to promote the healthy development of San Francisco's children.

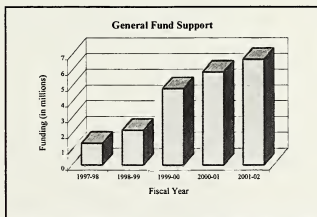
Services The Department of Children, Youth and Their Families supports more than 130 programs in community-based organizations and in city departments and agencies, for services such as academic support, youth employment enrichment, early childhood education, family support, health and wellness. For more information about these services, please call (415) 554-8990.

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$22,530,829	\$29,883,586	\$35,322,588	\$5,439,002	18.20%
Total FTE	29.51	27.68	33.20	5.52	19.94%



The Children's Fund, a property tax set aside, will provide over \$23 million in funding for children's programs in 2001-2002. The department will spend an estimated \$31 million on children and youth in 2001-2002.



The City's General Fund support of the Department of Children, Youth and their Families has steadily increased over the last five years. This growth in funding fills the gap (shown left) between the Children's Fund and the total for the department.

Budget Issues and Details

Safe Supported Communities for Children

- The department has leveraged over \$1 million in federal grant funding for 2001-2002 to coordinate services for children age six and under who witness domestic violence. This San Francisco SafeStart Initiative joins the research and program communities, the police and courts to reduce exposure to domestic violence.
- Research shows that the hours between 3:00 p.m. and 6:00 p.m. are "high-risk" times for children, and community input suggests a growing need for services during these hours. DCYF has committed an additional 275,000 in planning grants for each district to be followed by \$3.3 million of implementation grants over three years.

Increase Youth Employment Opportunities

- In response to reduced funding for federal youth employment programs that cut over 1,000 summer youth jobs, DCYF is committing \$1 million in general and special funding to youth employment programs in 2001-2002. The department plans to leverage an additional \$300,000 to restore these jobs and better link youth to various employment programs.

Shared Accountability to Implement the next Phase of the Children's Fund

- Proposition D, approved in November 2000, will provide an estimated \$23 million in dedicated funding for kids in 2001-2002. The department will implement a three-year planning process, staff a new Citizen's Fund Advisory Committee, and work with at least 20 more grantees to respond to the new mandates and additional funding from Proposition D.
- An evaluation of all DCYF-funded community-based organizations led to the creation of a state-of-the-art, web-based system "Children's Portal." This flexible system will provide an online database of current population indicators; a comprehensive online analysis tool to cross reference program outcomes with citywide benchmarks, program-level results, and population-level trends for DCYF-funded programs.

Improve and Expand Services for Health Care

- Universal health coverage for all of San Francisco's children is a major goal for the Mayor and the City. One way to identify and link children to health care coverage is through the department's Wellness Center Initiative. The department has allocated \$1.4 million to fund access to additional mental health and substance abuse services at seven high schools. By next fiscal year, 12,000 high school students will have access to the Wellness Centers.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
CHF-ADMINISTRATION				
Support children's and youth's contributions to the vitality of San Francisco				
■ Number of YouthWorks participants who receive training	N/A	345	530	530
CHILDREN'S BASELINE				
Increase the quality and accessibility of child care				
■ Number of new and improved child care slots created, enhanced, or preserved through the Child Care Facilities Fund	1,136	819	816	764
■ Number of family child care home providers and centers that receive training	790	790	927	927
Support the health of children and youth				
■ Number of meals delivered to eligible children and youth through the Summer Food Program	N/A	220,000	163,710	175,000
■ Number of adolescents with access to school wellness centers	N/A	8,885	12,105	12,105
CHILDREN'S FUND PROGRAMS				
Improve accountability and the quality of services for children, youth, and their families				
■ Percentage of Children's Fund Grant recipients who fulfill their work plan objectives	N/A	80%	80%	85%
■ Percentage of programs with signed contracts that receive a programmatic and fiscal review by DCFY staff within the first six months of the contract	90%	92%	90%	92%
Improve the well-being of San Francisco children, youth, and their families				
■ Number of children, youth, and their families served through projects funded by the Children's Fund	80,303	73,000	75,794	83,500

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	29.51	27.68	33.20	5.52
Net Operating Positions	29.51	27.68	33.20	5.52
REVENUES				
Local Taxes	15,609,079	18,294,320	23,538,762	5,244,442
Use of Money or Property	0	50,000	180,000	130,000
Intergovernmental Revenue - Federal	182,376	0	1,090,000	1,090,000
Intergovernmental Revenue - State	176,614	164,735	164,735	0
Expenditure Recovery	2,420,692	2,319,277	2,710,382	391,105
Fund Balance	0	1,776,840	0	(1,776,840)
Other Funding Sources	(69,134)	0	0	0
General Fund Support	4,211,202	7,278,414	7,638,709	360,295
Revenue Total	22,530,829	29,883,586	35,322,588	5,439,002
OPERATING EXPENDITURES				
Salaries and Wages	1,597,325	1,434,998	1,838,445	403,447
Fringe Benefits	343,500	357,023	454,663	97,640
Non-Personal Services	8,969,563	4,699,499	7,820,817	3,121,318
Aid Assistance	9,573,616	18,870,754	20,232,280	1,361,526
Materials and Supplies	114,131	41,600	88,828	47,228
Equipment	17,230	9,860	0	(9,860)
Services of Other Departments	442,219	2,219,852	2,637,555	417,703
Transfers Out	253,000	0	0	0
Operating Expenditure Total	21,310,584	27,633,586	33,072,588	5,439,002
PROJECT EXPENDITURES				
Beacon Initiatives	46,557	150,000	150,000	0
Child Care Facilities Improvement	0	200,000	200,000	0
Excelsior Youth Center	129,247	100,000	100,000	0
High Quality Child Care Program	1,044,441	1,800,000	1,800,000	0
Project Expenditure Total	1,220,245	2,250,000	2,250,000	0
EXPENDITURE BY PROGRAM RECAP				
Children's Baseline	3,854,913	6,876,861	7,642,592	765,731
Children's Fund Programs	15,751,126	20,285,895	23,883,497	3,597,602
Non-children's Fund Programs	2,924,790	2,720,830	3,796,499	1,075,669
Expenditure By Program Recap Total	22,530,829	29,883,586	35,322,588	5,439,002

CITY ATTORNEY

Mission The mission of the City Attorney is to provide the highest quality legal services possible to the Mayor's Office, Board of Supervisors, San Francisco Unified School District, and to departments, boards, and commissions of the City and County of San Francisco.

Services Represent the City in all lawsuits filed against or on behalf of the City and County of San Francisco; investigate and process all claims filed against the City; draft and review legislation, contracts, and other legal documents; represent the City in personnel arbitration, labor negotiations, and in litigation to defend the validity of locally-enacted laws or the administrative actions of city officials; and, protect city consumers and neighborhoods by enforcing state and local codes and laws. For further information on the department's services, please call (415) 554-4700.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$43,649,060	\$40,593,673	\$43,021,335	\$2,427,662	5.98%
Total FTE	227.40	246.79	246.42	(0.37)	(0.15%)

Budget Issues and Details

Improving Local Safety

- One of the most important missions of local governments is to safeguard the health and safety of residents. Gun violence is a perpetual threat to this mission. Dozens of cities and counties, following the lead of San Francisco, filed lawsuits against the gun industry in 1998-1999 in order to impose responsible business practices on a reckless industry. The suits seek reform of irresponsible distribution practices and unsafe gun design. The City Attorney's Office will remain an active litigant in 2001-2002.
- In an effort to recover costs associated with health care resulting from exposure to lead paint and for costs related to removal of lead paint and environmental clean-up, San Francisco has also joined in litigation against manufacturers of lead paint. The Mayor's budget includes funding to continue this litigation in 2001-2002.

Consumer Protection

- In 2001-2002, the City Attorney's Office will continue its groundbreaking efforts in the area of consumer protection. In response to rising energy prices and short supplies of natural gas and other energy sources in California, San Francisco filed a lawsuit against energy producers to end industry manipulation of power supplies. The department is also taking a leading role to protect San Francisco energy consumers in light of the Pacific Gas & Electric bankruptcy filing.
- The City Attorney will also continue to litigate successfully against title insurance companies in 2001-2002 to protect consumers from unfair and deceptive business practices.

Improving Neighborhoods

- The City Attorney's Code Enforcement Task Force will continue its efforts to improve conditions in the city's neighborhoods. Working with other city departments, the City Attorney's Office enforces building and housing codes, planning and zoning controls, fire code in residential areas, and continues to seek safety improvements in the city's Single Room Occupancy (SRO) hotels.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
LEGAL SERVICE				
Draft legislation, at the request of the Board of Supervisors, which expresses the desired policies of the City and County of San Francisco and is legally valid				
■ Number of Board-generated work assignments	N/A	N/A	453	600
Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims				
■ Number of claims opened	N/A	N/A	3,544	3,544
■ Number of claims closed	N/A	N/A	5,168	3,544
■ Average number of days from claim filing to final disposition	N/A	N/A	191	191
■ Percent of claims denied	N/A	N/A	66	66
■ Percent of claims settled	N/A	N/A	34	34
■ Average settlement amount per claim	N/A	N/A	\$2,094	\$2,094
Provide advice and counsel to the Mayor, Board of Supervisors, and City departments and commissions, on legal issues of importance to the administration of local government				
■ Number of hours required to respond to requests for general advice and counsel	N/A	N/A	123,286	123,286
■ Total cost of responses to requests for general advice and counsel, in millions	N/A	N/A	\$18.90	\$19.62
■ Number of requests for specific advice and counsel	N/A	N/A	756	756
■ Number of hours required to respond to requests for specific advice and counsel	N/A	N/A	16,688	16,688
■ Average cost per response for specific advice and counsel	N/A	N/A	\$3,458	\$3,631
Represent the City and County of San Francisco in civil litigation of critical importance to the welfare of the citizens of San Francisco, and the administration of local government				
■ Number of tort litigation cases opened	N/A	N/A	712	712
■ Number of tort litigation cases closed	N/A	N/A	606	712
■ Average cost per case	N/A	N/A	\$18,411	\$19,154
■ Value of judgments/settlements against City, in millions	N/A	N/A	\$16.59	\$19.49

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	315.15	332.74	329.17	(3.57)
Non-Operating Positions (Funded by Capital/Other)	(87.75)	(85.95)	(82.75)	3.20
Net Operating Positions	227.40	246.79	246.42	(0.37)

REVENUES

Charges For Services	2,863,620	0	0	0
Expenditure Recovery	27,420,710	33,574,341	35,150,363	1,576,022
Other Funding Sources	1,919,578	0	0	0
General Fund Support	11,445,152	7,019,332	7,870,972	851,640
Revenue Total	43,649,060	40,593,673	43,021,335	2,427,662

OPERATING EXPENDITURES

Salaries and Wages	27,029,021	28,117,490	27,952,894	(164,596)
Fringe Benefits	5,893,253	5,332,015	6,208,464	876,449
Non-Personal Services	8,255,402	5,665,735	6,191,900	526,165
Materials and Supplies	320,207	197,320	197,320	0
Equipment	319,256	539,999	232,278	(307,721)
Services of Other Departments	682,910	741,114	688,479	(52,635)
Operating Expenditure Total	42,500,049	40,593,673	41,471,335	877,662

PROJECT EXPENDITURES

Business Tax Litigation	0	0	600,000	600,000
City Attorney Legal Initiatives	835,309	0	950,000	950,000
Capital Improvement Projects	313,702	0	0	0
Project Expenditure Total	1,149,011	0	1,550,000	1,550,000

EXPENDITURE BY PROGRAM RECAP

City Attorney Legal Initiatives	835,309	0	950,000	950,000
Claims	2,424,850	4,063,853	4,198,875	135,022
Legal Service	40,388,901	36,529,820	37,872,460	1,342,640
Expenditure By Program Recap Total	43,649,060	40,593,673	43,021,335	2,427,662

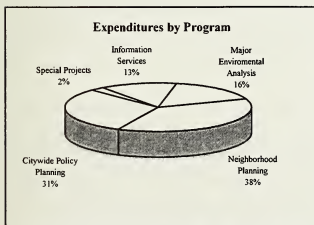
CITY PLANNING

Mission The mission of the City Planning Department is to guide the orderly and prudent use of land, in both the natural and built environment, with the purpose of improving the quality of life and embracing the diverse perspectives of those who live in, work in, and visit San Francisco.

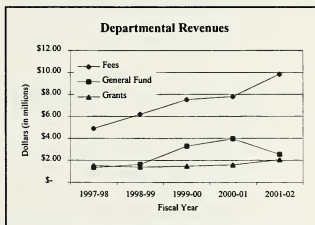
Services The Planning Department provides services in neighborhood planning, environmental review, public information, citywide policy analysis, and special projects. For additional information about services provided by the department, please call (415) 558-6377.

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$11,288,268	\$13,719,358	\$14,468,265	\$748,907	5.46%
Total FTE	131.40	128.46	136.23	7.77	6.05%



The Planning Department has allocated nearly 70 percent of its budget to neighborhood planning and citywide policy planning activities. These activities include a new code enforcement team and community based, long-range neighborhood planning.



Planning Department revenue from permit fees has increased by 59 percent since 1998-1999. This increase, fueled by the growing economy, has led to greater neighborhood planning activity without burdening the General Fund.

Budget Issues and Details

Expand the Better Neighborhoods Program

- The Planning Department will expand its successful Better Neighborhoods program in 2001-2002. Under this program, the department conducts extensive public outreach; develops transportation, economic and urban design studies; and conducts environmental reviews of land-use alternatives in targeted neighborhoods.

The community-based framework of the Better Neighborhoods program encourages community consensus about growth and change. The program strengthens the City's neighborhoods while helping to achieve citywide goals, including more housing, better transportation, and preservation of distinctive communities. Currently the program covers the Upper Market corridor and the Waterfront. The 2001-2002 budget provides \$1.9 million in funding to allow the department to begin long-term planning in the South of Market and Mission District areas as well. The budget also contains funding for two new planners and one contract administrator to manage projects and conduct environmental review for the program.

Focus on Enforcement

- The Planning Department will continue to focus on code enforcement in 2001-2002, adding new resources in its effort to ensure compliance with the Planning Code. The department's 2001-2002 work plan consolidates responsibility for enforcement activity into one team. This new four-member team will focus on enforcement of the planning code, mitigation measures and conditions of appeal. In addition, the team will continue to monitor issues such as unauthorized conversion of Live/ Work projects to office space and illegal signs.

Respond to the Board of Supervisors

- In 2001-2002, the Planning Department will do its utmost to provide the Board of Supervisors with the information that Board members need to engage in meaningful deliberations on planning issues. The budget contains funding for one staff member to act as a full time liaison with the Board. In addition, planning staff will focus on assisting and responding to supervisors, including regularly briefing supervisors, appearing at committee hearings and Board meetings, tracking legislation, and replying to all requests for data and policy analysis in a timely fashion.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
CURRENT PLANNING				
Streamline permit and application review services				
■ Percentage of all building permits reviewed within five days	48%	80%	37%	80%
■ Percentage of all variance applications decided within 90 days	70%	80%	66%	80%
■ Percentage of conditional uses and other applications requiring Commission action brought to hearing within 60-90 days	62%	80%	71%	80%
■ Percentage of landmark-related applications brought to Landmarks Board within 30 days of application	70%	80%	73%	80%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	134.40	131.46	139.23	7.77
Non-Operating Positions (Funded by Capital/Other)	(3.00)	(3.00)	(3.00)	0.00
Net Operating Positions	131.40	128.46	136.23	7.77

REVENUES

Intergovernmental Revenue - Federal	0	177,000	77,000	(100,000)
Intergovernmental Revenue - State	0	150,000	150,000	0
Intergovernmental Revenue - Other	0	422,000	553,549	131,549
Charges For Services	9,220,167	8,029,170	10,360,798	2,331,628
Other Revenues	20	0	0	0
Transfers In	282,290	0	0	0
Expenditure Recovery	485,670	764,374	784,194	19,820
General Fund Support	1,300,121	4,176,814	2,542,724	(1,634,090)
Revenue Total	11,288,268	13,719,358	14,468,265	748,907

OPERATING EXPENDITURES

Salaries and Wages	6,821,841	7,795,103	8,528,680	733,577
Fringe Benefits	1,487,987	1,850,249	2,060,321	210,072
Overhead	51,502	109,539	70,311	(39,228)
Non-Personal Services	575,389	845,106	818,831	(26,275)
Materials and Supplies	185,986	64,300	64,300	0
Equipment	497,371	95,105	530,000	434,895
Services of Other Departments	1,181,800	347,239	539,356	192,117
Transfers Out	187,879	187,879	187,879	0
Operating Expenditure Total	10,989,755	11,294,520	12,799,678	1,505,158

PROJECT EXPENDITURES

Neighborhood Profiles Project	298,513	1,193,671	1,168,587	(25,084)
Transbay Terminal Study	0	189,000	500,000	311,000
Capital Improvement Projects	0	1,042,167	0	(1,042,167)
Project Expenditure Total	298,513	2,424,838	1,668,587	(756,251)

EXPENDITURE BY PROGRAM RECAP

Administration/Planning	2,208,406	3,245,680	2,810,702	(434,978)
Current Planning	6,667,435	6,631,294	7,662,129	1,030,835
Long Range Planning	2,412,427	3,842,384	3,995,434	153,050
Expenditure By Program Recap Total	11,288,268	13,719,358	14,468,265	748,907

CIVIL SERVICE COMMISSION

Mission The mission of the Civil Service Commission is to establish, ensure, and maintain an equitable and credible merit system for public service employment for the citizens of San Francisco. The commission's goal is to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.

Services The commission establishes rules, regulations and policies on public employment; hears appeals of the decisions of the Human Resources director; and administers the City's Employee Relations Ordinance. For additional information, please call (415) 252-3247.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$644,445	\$762,953	\$744,872	(\$18,081)	(2.37%)
Total FTE	7.04	7.04	6.84	(0.20)	(2.84%)

Budget Issues and Details

Modernize and Strengthen the City and County's Merit Principles

- The commission will work with the Department of Human Resources on rules, policies and procedures that streamline the examination process, to increase permanent civil service hiring and decrease provisional hiring.
- The commission will enhance its online capability so that its rules, activities and actions may be transmitted and accessible to other City departments, employee organizations and the general public. The commission will increase outreach and customer service efforts through the development and implementation of various programs.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
CIVIL SERVICE COMMISSION				
Support Commission in resolving civil service issues				
■ Percentage of appeals and requests for hearings processed within seven days	93%	90%	85%	90%
■ Percentage of appeals resolved and forwarded to the commission in the fiscal year	65%	75%	50%	60%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	7.04	7.04	6.84	(0.20)
Net Operating Positions	7.04	7.04	6.84	(0.20)
REVENUES				
Expenditure Recovery	87,166	110,718	90,530	(20,188)
General Fund Support	557,279	652,235	654,342	2,107
Revenue Total	644,445	762,953	744,872	(18,081)
OPERATING EXPENDITURES				
Salaries and Wages	429,434	490,592	473,170	(17,422)
Fringe Benefits	99,639	113,014	112,101	(913)
Non-Personal Services	68,623	78,844	83,930	5,086
Materials and Supplies	10,703	13,240	7,654	(5,586)
Services of Other Departments	36,046	67,263	68,017	754
Operating Expenditure Total	644,445	762,953	744,872	(18,081)
EXPENDITURE BY PROGRAM RECAP				
Civil Service Commission	644,445	762,953	744,872	(18,081)
Expenditure By Program Recap Total	644,445	762,953	744,872	(18,081)

CONTROLLER

Mission The mission of the Controller's Office is to ensure the City's financial integrity and promote efficient, effective and accountable government. The office strives to be a model for good government and to make the City a better place.

Services Process the City's budget, develop and maintain financial information systems, conduct financial and performance audits, prepare and distribute paychecks to all City employees, and assist departments with implementation of performance management and citywide projects. For additional information, please call (415) 554-7500.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$20,401,219	\$22,577,072	\$22,527,516	(\$49,556)	(0.22%)
Total FTE	161.14	159.41	156.88	(2.53)	(1.59%)

Budget Issues and Details

New City Projects Team Accomplishments

- The City Projects Team was created in the 2000-2001 budget to develop and implement initiatives to increase the City's effectiveness in a wide variety of areas. Major accomplishments to date include: (1) worked with Health Services to review the City's payment of health and dental benefits, resulting in discontinuation of approximately \$500,000 in unneeded City payments annually; (2) created a database of the City's leases in the Civic Center area and analyzed potential new construction and acquisition projects to reduce costs and locate City functions more efficiently; and (3) worked with the Adult Probation department to implement improvements to systems for collecting fines and restitution, and to select a vendor for a state-of-the-art probation case management system. The 2001-2002 budget assumes continued operation of this innovative and effective function.

Implementation of New Accounting Standards and New Financial Reporting Requirements

- During 2001-2002, the City plans to implement a new Governmental Accounting Standards Board regulation referred to as GASB Statement #34. The key change

is a new reporting model that will make government financial statements clearer and more understandable for citizens, oversight bodies, investors and creditors. The model will provide an analysis of the government's financial performance for the year and its financial position at year-end, as well as inform readers about the cost of specific functions and the extent to which they are financed with program revenues. To help accomplish this task, the Controller's Office has assembled a steering committee of major department finance directors along with Mayor and Board of Supervisors representatives to address implementation of these new standards.

Enhancement of Citywide Business Processes and Information

- The Controller's Office will continue to work with city departments to implement a new Executive Information System (EIS). EIS is a software program that creates user-friendly reports that allow government managers to interpret and use financial data for tracking and planning purposes.
- The Office will also phase-in an upgrade to the City's current online financial and purchasing systems. The upgrade will provide enhancements for contracting, asset management, accounting and system-wide reporting with minimal disruption to the daily operation of city and county government. In addition, a new graphical user interface will make the systems easier to use.
- By the end of 2001-2002, the City's Time Entry Scheduling System (TESS) will be installed in all departments using full citywide payroll processing services. This system provides online, real time editing of all payroll entries against provisions of the City's 64 union contracts. TESS will serve as a single point of entry for labor funding codes, interfacing directly with the newly upgraded financial system applications. This enhancement eliminates the need for separate entries of data into both TESS and the Labor Distribution System.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>

ACCOUNTING OPERATIONS AND SYSTEMS

Provide timely, accurate accounting transactions

■ Percentage of documents processed within three days	95%	95%	95%	96%
■ Number of audit findings in annual City audit	29	N/A	15	10
■ Number of City audit findings cleared	56	N/A	20	7

Provide timely, accurate reporting that supports the City's financial integrity

■ City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association	Yes	Yes	Yes	Yes
■ City receives certificate of award for outstanding financial reporting from California Society of Municipal Finance Officers	Yes	Yes	Yes	Yes

AUDITS

Obtain departments' acceptance and implementation of audit recommendations

■ Percentage of audit recommendations implemented within one year of audit completion	N/A	75%	79%	75%
■ Percentage of audit recommendations implemented within two years of audit completion	N/A	85%	89%	85%

MANAGEMENT, BUDGET AND ANALYSIS

Provide accurate, timely information to support fiscal planning

■ Percentage by which actual revenues exceed budget estimates	9.60%	4.00%	6.88%	4.00%
■ Percentage by which actual revenues exceed mid-year estimates	6.50%	2.00%	2.83%	2.00%
■ Percentage variance between nine-month projections and actual expenditures	1.16%	0.40%	0.84%	1.00%

PAYROLL AND PERSONNEL SERVICES

Pay City employees correctly and on time

■ Percentage of payroll transactions not requiring correction	98.30%	98.00%	98.15%	98.00%
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TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	161.14	159.41	156.88	(2.53)
Net Operating Positions	161.14	159.41	156.88	(2.53)
REVENUES				
Intergovernmental Revenue - State	103,576	275,200	100,000	(175,200)
Charges For Services	238,203	138,500	258,700	120,200
Other Revenues	25	0	0	0
Expenditure Recovery	2,362,724	1,967,520	2,017,061	49,541
General Fund Support	17,696,691	20,195,852	20,151,755	(44,097)
Revenue Total	20,401,219	22,577,072	22,527,516	(49,556)
OPERATING EXPENDITURES				
Salaries and Wages	8,289,214	9,357,013	9,472,997	115,984
Fringe Benefits	1,916,945	2,237,261	2,265,775	28,514
Non-Personal Services	2,178,483	1,792,459	1,974,534	182,075
Materials and Supplies	388,234	275,683	325,683	50,000
Equipment	9,028	60,000	0	(60,000)
Services of Other Departments	7,315,953	7,518,494	6,928,391	(590,103)
Operating Expenditure Total	20,097,857	21,240,910	20,967,380	(273,530)
PROJECT EXPENDITURES				
Citywide Performance Audit Project	0	446,525	456,539	10,014
Citywide Special Projects	0	506,101	707,307	201,206
Time Entry Project	303,362	383,536	396,290	12,754
Project Expenditure Total	303,362	1,336,162	1,560,136	223,974
EXPENDITURE BY PROGRAM RECAP				
Accounting Operations and Systems	9,856,312	10,102,206	10,110,152	7,946
Audits	1,625,174	2,365,549	2,376,226	10,677
Management, Budget and Analysis	3,126,718	4,184,564	4,348,757	164,193
Payroll and Personnel Services	5,793,015	5,924,753	5,692,381	(232,372)
Expenditure By Program Recap Total	20,401,219	22,577,072	22,527,516	(49,556)

COUNTY EDUCATION OFFICE

Mission The mission of the County Education Office is to provide its students with equal opportunities for fulfilling lives by promoting intellectual growth, creativity, self-discipline, cultural sensitivity, civic responsibility, and physical and mental health.

Services Elementary and secondary school classes and programs, special learning centers, children's centers, music arts and athletic programs. For more information, please call (415) 241-6000.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$1,720,190	\$2,627,279	\$2,628,932	\$1,653	0.06%
Total FTE	1.00	1.00	1.00	0.00	0.00%

Budget Issues and Details

Ensuring Athletic and Cultural Opportunities

- The County Education Office receives primary support from the State of California's Proposition 98 funding. Additional revenue sources include the State Lottery, the city sales tax, the City's General Fund, and both federal and state categorical funding.
- In 2001-2002, San Francisco will contribute over \$2.5 million from the General Fund for athletic, arts, and cultural programs. The City will continue to provide \$1,056,000 for school-based, organized, competitive athletics. The music education program will receive \$600,000 to develop students' ability to read, play and appreciate music. The County Education Office uses these funds to maintain and repair band and orchestra instruments. This budget also provides \$900,000 in funding for elementary cultural field trips and arts programs, which continue to be threatened by school district budget cuts.

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	1.00	1.00	1.00	0.00
Net Operating Positions	1.00	1.00	1.00	0.00
REVENUES				
Expenditure Recovery	0	13,875	0	(13,875)
General Fund Support	1,720,190	2,613,404	2,628,932	15,528
Revenue Total	1,720,190	2,627,279	2,628,932	1,653
OPERATING EXPENDITURES				
Salaries and Wages	51,797	51,930	53,012	1,082
Fringe Benefits	12,393	12,349	12,920	571
Non-Personal Services	1,056,000	0	0	0
Aid Assistance	0	1,056,000	1,056,000	0
Operating Expenditure Total	1,120,190	1,120,279	1,121,932	1,653
PROJECT EXPENDITURES				
Music Education Program	600,000	600,000	600,000	0
School Arts Program	0	907,000	907,000	0
Project Expenditure Total	600,000	1,507,000	1,507,000	0
EXPENDITURE BY PROGRAM RECAP				
Children's Baseline	600,000	2,563,000	2,563,000	0
County Education Services	1,120,190	64,279	65,932	1,653
Expenditure By Program Recap Total	1,720,190	2,627,279	2,628,932	1,653

DISTRICT ATTORNEY

Mission The mission of the District Attorney's Office is to conduct all prosecutions for public offenses, to effect the highest quality and quantity of justice for the people of San Francisco and to sponsor projects that further the goal of public safety.

Services The District Attorney reviews and prosecutes criminal acts in the City and County of San Francisco through the Felony and Misdemeanor Trial divisions, maintains a Bureau of Criminal Investigation and administers various ancillary criminal justice programs. For more information, please call (415) 553-1752.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$26,466,542	\$28,238,885	\$28,174,873	(\$64,012)	(0.23%)
Total FTE	262.54	272.37	270.76	(1.61)	(0.59%)

Budget Issues and Details

Enhance Victim/Witness Services within Existing Resources

- In 2001-2002 the District Attorney intends to make victim/witness services a priority. The budget includes resources to ensure that every victim and witness of violent crime in San Francisco receives comprehensive support throughout the criminal justice process.

A District Attorney investigator has been assigned to manage the newly created Witness Protection and Relocation program. This program will coordinate inter-agency efforts to produce seamless victim and witness protection, relocation and support services. The investigator will expedite immediate emergency relocation for victims and witnesses of violent crime, coordinate witness-protection program relocation, and coordinate victim and witness assistance in high-risk cases.

Maximize Funding

- The District Attorney has begun actively to pursue reimbursement for services mandated by the state. The department's 2000-2001 budget included a new staff member to track grants and reimbursement on a full-time basis. The department's efforts have resulted in a projected 38 percent increase to its state reimbursements in 2001-2002. Reimbursement for state-mandated services allows the City to prosecute crimes such as child abduction and sexual assault as strongly as possible while reserving general fund dollars for additional programs.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
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FAMILY VIOLENCE PROGRAM

Assist victims in recovering from the aftermath of crime

■ Percentage increase of victims receiving compensation for losses as a result of crime	7%	10%	10%	5%
■ Number of trainings offered to community-based and public agencies about services available to victims	40	45	45	45

FELONY PROSECUTION

Vertically prosecute all offenders in high priority, victim-sensitive cases

■ Percentage of domestic violence offenders vertically prosecuted	100%	100%	100%	100%
■ Percentage of all hate crime offenders vertically prosecuted	100%	100%	100%	100%
■ Percentage of all elder abuse offenders vertically prosecuted	50%	80%	60%	60%

WORK ORDERS & GRANTS

Promote a community-based approach to public safety which blends the effective use of community education, prevention, and treatment

■ Number of community presentations made	150	150	140	150
■ Percentage increase in cases concluded by diversion to community treatment/education programs	5%	25%	35%	12%
■ Percentage increase of individuals referred to first offender and early offender prostitution programs who do not re-offend	25%	15%	20%	10%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	264.34	273.97	272.10	(1.87)
Non-Operating Positions (Funded by Capital/Other)	(1.80)	(1.60)	(1.34)	0.26
Net Operating Positions	262.54	272.37	270.76	(1.61)

REVENUES

Licenses and Fines	5,740,550	250,000	250,000	0
Use of Money or Property	26,606	0	0	0
Intergovernmental Revenue - Federal	1,266,190	1,139,361	600,188	(539,173)
Intergovernmental Revenue - State	3,322,716	3,187,040	4,317,777	1,130,737
Intergovernmental Revenue - Other	80,000	0	0	0
Charges For Services	790,728	1,124,966	914,639	(210,327)
Expenditure Recovery	2,485,368	2,742,842	3,104,404	361,562
Other Funding Sources	41,098	0	0	0
General Fund Support	12,713,286	19,794,676	18,987,865	(806,811)
Revenue Total	26,466,542	28,238,885	28,174,873	(64,012)

OPERATING EXPENDITURES

Salaries and Wages	18,224,604	18,882,584	19,030,485	147,901
Fringe Benefits	3,793,629	4,250,808	4,230,677	(20,131)
Overhead	26,148	0	0	0
Non-Personal Services	1,012,157	1,007,253	1,154,199	146,946
Aid Assistance	0	32	0	(32)
Materials and Supplies	172,059	139,969	195,266	55,297
Equipment	224,167	44,225	0	(44,225)
Services of Other Departments	830,775	1,055,086	745,370	(309,716)
Operating Expenditure Total	24,283,539	25,379,957	25,355,997	(23,960)

PROJECT EXPENDITURES

Child Abduction	555,734	550,303	645,983	95,680
Civil Litigation Fund	40,180	80,000	80,000	0
Environmental Protection	(6,174)	53,440	53,652	212
Family Violence	409,465	482,182	447,609	(34,573)
First Offender Prostitution Program	341,238	379,971	379,971	0
Founder's Title Fund	0	2,831	2,831	0
Hud Public Housing Operating Agreement	69,639	239,161	131,376	(107,785)
Narc Forf & Asset Seizure	4,617	61,823	61,823	0
Peace Officer Standards & Testing	15,211	15,492	15,492	0
Prosecutions	645,559	683,518	689,932	6,414
Real Estate Fraud Prosecution	107,534	142,300	142,300	0
Work Place Safety Fund	0	167,907	167,907	0
Project Expenditure Total	2,183,003	2,858,928	2,818,876	(40,052)

EXPENDITURE BY PROGRAM RECAP

Administration - Criminal & Civil	592,789	635,195	639,156	3,961
Career Criminal Prosecution	645,559	683,518	689,932	6,414

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
Child Abduction	555,734	550,303	645,983	95,680
Family Violence Program	409,465	482,182	447,609	(34,573)
Felony Prosecution	13,444,009	14,234,915	13,837,192	(397,723)
IPP/Subpoena Program	284,073	317,016	326,549	9,533
Misdemeanor Prosecution	1,836,789	1,952,317	1,723,776	(228,541)
Support Services	2,338,810	2,566,511	2,689,622	123,111
Work Orders & Grants	6,359,314	6,816,928	7,175,054	358,126
Expenditure By Program Recap Total	26,466,542	28,238,885	28,174,873	(64,012)

ELECTIONS

Mission The mission of the Department of Elections is to effectively and efficiently govern (1) the conduct, management and control of the registration of voters, (2) the placement of ballot initiatives, (3) the administration of elections, and (4) the outreach to all eligible residents—encouraging their participation in the democratic process.

Services Register voters and maintain accurate voter rolls; produce and distribute voter information pamphlets; administer both precinct and absentee voting; and respond to all questions concerning the election process. For further information on the department's services, please call (415) 554-4375.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$6,374,085	\$12,830,492	\$8,471,292	(\$4,359,200)	(33.98%)
Total FTE	48.28	50.96	44.29	(6.67)	(13.09%)

Budget Issues and Details

Reorganization of the Department

- In order to meet critical fluctuations in staffing needs and improve the retention and stability of permanent staff, the Mayor's budget includes a reorganization of the Elections department. The reorganization includes a staffing pattern of 21 full-time permanent employees and five permanent but seasonal employees. By retaining staff who work only during the peak times of the election cycle, but return for each election, the department's training costs will be reduced, staff will be more effective and operations will be improved.
- To improve communication and promote more effective utilization of staff across the department's various operations, the reorganization reduces the number of operating divisions from four to two. Additionally, there is a new Management Information and Control group, which will provide quality assurance, in-house auditing, and periodic reporting to department managers and oversight bodies regarding the performance of the department.

Reapportionment

- Results from the 2000 Census show that San Francisco's population has increased more than five percent. In accordance with the ballot initiative approved by voters in 1999 that established district elections, the supervisorial districts must be redrawn in order to maintain proportional representation. The Mayor's budget includes \$240,000 to create an Elections Task Force and provide technical assistance with mapping and field survey staff to redraw the district lines. These new lines will be in effect for the March 2002 primary elections.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
ELECTIONS				
Timely distribution of materials to voters				
■ Percentage of absentee ballot packages mailed to voters within 36 hours of receipt of request	N/A	97%	97%	97%
■ Percentage of voters who receive voter information pamphlet 30 days prior to election	N/A	85%	85%	85%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	48.28	50.96	44.29	(6.67)
Net Operating Positions	48.28	50.96	44.29	(6.67)
REVENUES				
Intergovernmental Revenue - State	688,347	550,000	550,000	0
Charges For Services	184,347	156,400	218,487	62,087
Transfers In	607,058	0	0	0
Expenditure Recovery	41,450	91,665	91,665	0
General Fund Support	4,852,883	12,032,427	7,611,140	(4,421,287)
Revenue Total	6,374,085	12,830,492	8,471,292	(4,359,200)
OPERATING EXPENDITURES				
Salaries and Wages	2,510,139	3,186,089	2,505,181	(680,908)
Fringe Benefits	415,926	410,610	436,250	25,640
Non-Personal Services	2,133,801	4,086,205	4,669,043	582,838
Materials and Supplies	762,829	1,128,551	102,190	(1,026,361)
Equipment	0	2,412,940	50,000	(2,362,940)
Services of Other Departments	359,129	602,681	455,391	(147,290)
Operating Expenditure Total	6,181,824	11,827,076	8,218,055	(3,609,021)
PROJECT EXPENDITURES				
Reapportionment	0	0	253,237	253,237
Capital Improvement Projects	192,261	1,003,416	0	(1,003,416)
Project Expenditure Total	192,261	1,003,416	253,237	(750,179)
EXPENDITURE BY PROGRAM RECAP				
Elections	6,374,085	12,830,492	8,471,292	(4,359,200)
Expenditure By Program Recap Total	6,374,085	12,830,492	8,471,292	(4,359,200)

EMERGENCY COMMUNICATIONS

Mission The mission of the Emergency Communications Department is to provide excellence in public safety and provide the linkage between residents and visitors of the city and its emergency services resources.

Services Provide 911 emergency dispatch services to persons within San Francisco, including the services of police, fire and emergency medical personnel. For more information about the department's services, please call (415) 558-3800.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$32,799,057	\$31,918,748	\$31,103,705	(\$815,043)	(2.55%)
Total FTE	176.75	164.75	161.03	(3.72)	(2.26%)

Budget Issues and Details

Emergency Communications Transition

- The Emergency Communications Project began in 1995 with the purpose of bringing all San Francisco emergency communications and dispatching operations under one roof, including police, fire and emergency medical services (EMS). The project became a full-fledged department in 2000-2001, and the successful integration and consolidation of dispatch services will be complete at the end of the current fiscal year. In the new year, the department will transition to the ongoing operation and maintenance of 911 dispatch services.
- Currently, fire and EMS calls to 911 are answered and dispatched by dually trained firefighter personnel. The department's goal is to civilianize these functions. The budget contains funding for recruitment, hiring and training of new civilian dispatchers, as well as the purchase of Medical Priority Dispatch System software that will facilitate triage of EMS calls.
- The Mayor's budget also includes additional funding for upgrades to the Computer Aided Dispatch software, the city's 800 MHz radio system, and various software warranties, to maintain the integrity of the 911 dispatch system.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
EMERGENCY COMMUNICATIONS				
Dispatch calls efficiently				
■ Percentage of "A" priority event calls dispatched within two minutes	N/A	N/A	N/A	80%
■ Percentage of "B" priority event calls dispatched within ten minutes	N/A	N/A	N/A	80%
■ Percentage of "C" priority event calls dispatched within one hour	N/A	N/A	N/A	80%
Respond quickly to emergency calls				
■ Percentage of emergency calls answered within ten seconds	N/A	N/A	N/A	80%
■ Percentage of non-emergency calls answered within three minutes	N/A	N/A	N/A	80%
Staff emergency communication center with well-trained dispatchers				
■ Number of new dispatchers to complete training	N/A	47	21	20

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	176.75	164.75	161.03	(3.72)
Net Operating Positions	176.75	164.75	161.03	(3.72)
REVENUES				
Use of Money or Property	994,684	0	0	0
Intergovernmental Revenue - Federal	155,000	0	0	0
Charges For Services	4,207,365	12,000,000	12,000,000	0
Expenditure Recovery	0	110,645	110,645	0
Fund Balance	3,649,342	2,845,629	0	(2,845,629)
General Fund Support	23,792,666	16,962,474	18,993,060	2,030,586
Revenue Total	32,799,057	31,918,748	31,103,705	(815,043)
OPERATING EXPENDITURES				
Salaries and Wages	10,289,681	10,383,740	10,446,875	63,135
Fringe Benefits	2,179,080	2,409,944	2,449,035	39,091
Non-Personal Services	10,062,986	4,166,657	803,210	(3,363,447)
Materials and Supplies	86,047	119,000	123,500	4,500
Equipment	3,910,998	8,554,102	12,044,258	3,490,156
Services of Other Departments	3,821,144	5,447,767	5,144,327	(303,440)
Transfers Out	2,449,121	0	0	0
Operating Expenditure Total	32,799,057	31,081,210	31,011,205	(70,005)
PROJECT EXPENDITURES				
ECD Accelerated Hiring Project	0	103,013	92,500	(10,513)
Capital Improvement Projects	0	734,525	0	(734,525)
Project Expenditure Total	0	837,538	92,500	(745,038)
EXPENDITURE BY PROGRAM RECAP				
911 Project	13,025,359	14,114,310	11,968,905	(2,145,405)
Citywide Radio System	4,920,869	841,964	31,095	(810,869)
Emergency Communications	14,852,829	16,962,474	19,103,705	2,141,231
Expenditure By Program Recap Total	32,799,057	31,918,748	31,103,705	(815,043)

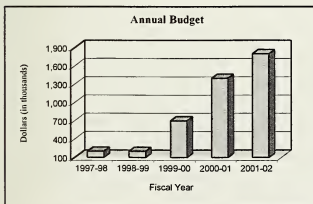
ENVIRONMENT

Mission The mission of the Department of the Environment is to enhance the environmental condition of San Francisco and to increase public awareness of environmental issues.

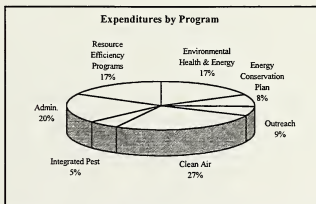
Services Integrated Pest Management (IPM), clean air program, energy policy and conservation, environmental health initiative, resource efficiency buildings, hazardous and solid waste reduction, ecocenter, public information and outreach. For further information about the department's services, please call (415) 554-6390

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$776,970	\$1,633,034	\$1,841,323	\$208,289	12.75%
Total FTE	6.70	13.04	15.49	2.45	18.79%



Over the last five years the department's budget has increased by \$1.6 million as it has assumed new environmental responsibilities.



The Environmental Health and Energy and Energy Conservation Plan are the newest programs within the department. Over 25 percent of the department's budget will address energy conservation and resource efficiency.

Budget Issues and Details

Environmental Health and Energy Initiative

- The City secured \$13 million from the state to mitigate environmental health and energy issues associated with the shutdown of the Bayview Hunter's Point power plant and the proposed expansion of the Potrero power plant. The department has

established a grants program to immediately assist in alleviating the environmental burdens in these communities. In 2001-2002, over \$8,600,00 will be awarded to community-based organizations and other organizations to implement programs in the areas of environmental health, energy and resource efficiency, economic development, and education and advocacy in the Bayview Hunter's Point and Potrero Hill neighborhoods. In addition, \$3.1 million has been set aside to establish the Environmental Health and Energy Fund jointly with the Bayview Hunter's Point community and the Department of Public Health, to address specific environmental health issues identified through a series of community meetings.

Energy Efficiency and Renewable Power

- In 2001-2002 the department will embark on a number of efforts to implement the Mayor's goals to reduce the use of energy citywide. Over \$200,000 has been allocated toward the Energy Conservation Plan for two energy specialists and program funding. In addition, the Department of Building Inspection will provide funds to support the review of existing building codes and help revise them to make buildings more energy efficient. The department's primary focus is to promote energy conservation efforts to residents and businesses. Initiatives include updating ordinances and regulations to promote energy efficiency and conservation, increasing participation in existing energy efficiency programs, promoting the use of renewable energy, and expanding energy education efforts citywide. The department also helps design energy efficient "green" municipal buildings.

Clean Air Program

- New projects for the Clean Air Program include expanding the use of alternative fuels in the city fleet and managing the Commuter Check program for city employees. These efforts involve working with the Airport on a biodeisel demonstration project, working with the Port to introduce alternative fuels to their tenants, and assisting Muni with its alternate-fuel bus pilot program and expanding its network of alternate-fuel vehicle fueling infrastructure. The program will also assist NorCAL Waste Systems, Inc. in the full conversion of its transfer truck fleet to liquefied natural gas (LNG), a model program for the rest of the nation.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
ENVIRONMENT				
Educate the public on environmental issues				
■ Number of youth or public engaged via internships or volunteering	N/A	6	10	10
■ Number of community events conducted to educate the public on environmental issues	N/A	4	7	8
■ Number of web site hits per month	3,041	500	5,000	7,000
Reduce Resource Use				
■ Number of buildings demonstrating resource savings as a result of the Resource Efficient Building program	N/A	7	2	2
Reduce unsafe pesticide use				
■ Number of pilot projects to test reduced-risk pest control strategies	0	2	2	3

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	9.53	13.04	17.74	4.70
Non-Operating Positions (Funded by Capital/Other)	(2.83)	0.00	(2.25)	(2.25)
Net Operating Positions	6.70	13.04	15.49	2.45

REVENUES

Intergovernmental Revenue - Other	38,108	55,000	0	(55,000)
Expenditure Recovery	292,207	637,644	1,093,549	455,905
Other Funding Sources	38,187	0	0	0
General Fund Support	408,468	940,390	747,774	(192,616)
Revenue Total	776,970	1,633,034	1,841,323	208,289

OPERATING EXPENDITURES

Salaries and Wages	458,156	799,873	975,231	175,358
Fringe Benefits	97,320	194,110	237,536	43,426
Overhead	2,000	0	0	0
Non-Personal Services	153,062	538,085	506,820	(31,265)
Materials and Supplies	13,628	32,595	54,530	21,935
Equipment	0	12,500	0	(12,500)
Services of Other Departments	52,804	55,871	67,206	11,335
Operating Expenditure Total	776,970	1,633,034	1,841,323	208,289

EXPENDITURE BY PROGRAM RECAP

Commute Assistance	243,202	55,000	0	(55,000)
Environment	533,768	1,578,034	1,841,323	263,289
Expenditure By Program Recap Total	776,970	1,633,034	1,841,323	208,289

ETHICS COMMISSION

Mission The mission of the Ethics Commission is to practice and promote the highest standards of ethical behavior in government.

Services Campaign consultant registration and regulation, lobbyist registration and regulation, campaign finance disclosure services and audits, conflict of interest reporting, and Whistleblower Program investigations. For more information about the services of this department, please call (415) 554-9510.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$580,165	\$727,787	\$742,164	\$14,377	1.98%
Total FTE	6.89	7.10	7.52	0.42	5.92%

Budget Issues and Details

Ensuring Timely and Accurate Compliance by Enhancing On-Line Filing

- In 1998-1999, the Board of Supervisors passed several amendments to the campaign consultant and lobbyist ordinances, creating incentives for timely compliance. Since then, the Ethics Commission has embarked on several new programs to ensure and facilitate compliance, including the collection of registration fees and late fines and launching the On-line Filing System (OLFS) for campaign forms.
- The On-line Filing System has been a success. Over 800 campaign reports have been filed by 197 committees. This includes 71,000 transactions on OLFS in the past year. It is a user-friendly system that gives the public quick access to reports via the Internet. Several cities have approached the Ethics Commission to adopt OLFS in an effort to increase filing compliance and disclosure. The city of Sacramento is the first city to work with the San Francisco Ethics Commission to adopt and implement OLFS.
- In 2001-2002, the OLFS will be expanded to include lobbyist and campaign consultant filings. Currently, only campaign committees file with OLFS. The augmentation will enhance public disclosure of information filed by lobbyists and campaign consultants. At this time, the commission issues quarterly summary reports of data filed by lobbyists and campaign consultants. These summary reports currently take three weeks to prepare because the data must be re-entered manually.

Proposition O

- In 2001-2002, the Ethics Commission will continue to plan for implementing Proposition O. Last Fall the voters passed Proposition O which provides public campaign financing to candidates for the Board of Supervisors who raise \$7,500 in private contributions, meet certain eligibility criteria, and agree to limit their campaign spending to \$75,000 in the general election and \$20,000 in any run-off election. Eligible candidates could receive up to \$43,750 for the general election and up to \$17,000 for any run-off election. The budget allocates \$20,000 in temporary salaries to support this effort.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
ETHICS COMMISSION				
Ensure compliance with state and local campaign reporting and disclosure laws				
■ Number of campaign committees audited	10	10	10	7
■ Percentage of designated campaign committee audits completed	83%	100%	83%	78%
■ Total amount of dollars audited, in millions	N/A	\$2.50	\$1.53	\$1.50
Promote compliance with local and state laws regarding disclosure of financial interests (Statements of Economic Interests) by public officials and designated employees				
■ Number of Statements of Economic Interests filed timely	402	N/A	452	700
Promote compliance with local laws regarding campaign consultant disclosure and reporting				
■ Percentage of identified campaign consultants who file quarterly reports on a timely basis	N/A	N/A	80%	80%
Promote compliance with local laws regarding lobbyist disclosure and reporting				
■ Number of lobbyist workshops conducted	3	4	4	4
■ Percentage of quarterly lobbyist reports filed on a timely basis	91%	N/A	98%	98%
Provide timely information about laws related to campaign finance, conflicts of interest, lobbying, governmental ethics, open meetings and public records				
■ Percentage of data from campaign financial statements posted on web site within 24 hours during election season	N/A	97%	100%	100%
■ Percentage of Commission summary reports of lobbyist data prepared and posted on web site within three weeks of filing deadlines	N/A	N/A	100%	100%
■ Percentage of Commission summary reports of campaign consultant data prepared and posted on web site within two weeks of filing deadlines	N/A	N/A	100%	100%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	6.89	7.10	7.52	0.42
Net Operating Positions	6.89	7.10	7.52	0.42
REVENUES				
Licenses and Fines	50,978	62,495	43,935	(18,560)
Charges For Services	4,580	8,625	29,000	20,375
Other Revenues	525	0	0	0
General Fund Support	524,082	656,667	669,229	12,562
Revenue Total	580,165	727,787	742,164	14,377
OPERATING EXPENDITURES				
Salaries and Wages	343,833	389,676	472,355	82,679
Fringe Benefits	86,128	113,190	112,180	(1,010)
Non-Personal Services	46,845	109,750	55,420	(54,330)
Materials and Supplies	6,873	27,949	6,252	(21,697)
Equipment	779	0	0	0
Services of Other Departments	95,707	87,222	95,957	8,735
Operating Expenditure Total	580,165	727,787	742,164	14,377
EXPENDITURE BY PROGRAM RECAP				
Ethics Commission	580,165	727,787	742,164	14,377
Expenditure By Program Recap Total	580,165	727,787	742,164	14,377

FINE ARTS MUSEUMS

Mission The mission of the Fine Arts Museums of San Francisco is to conserve, to collect, and to exhibit art for a diverse public; provide arts education programs; and contribute to the city's culture and economy.

Services The Fine Arts Museums provide permanent exhibition of 111,000 pieces of art, arts education programs and conservation laboratories at both the M.H. de Young Memorial Museum and the California Palace of the Legion of Honor. The de Young displays American Art; Arts of Africa, Oceania and the Americas; and textiles. The Legion of Honor displays European Art, Ancient Art, and the Achenbach Foundation for Graphic Arts. For additional information, please call (415) 750-3660.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$8,619,725	\$8,677,470	\$7,038,634	(\$1,638,836)	(18.89%)
Total FTE	81.89	76.55	65.49	(11.06)	(14.45%)

Budget Issues and Details

Building a New de Young in Golden Gate Park

- In December of 2000 the M.H. de Young Memorial Museum closed its doors in Golden Gate Park in preparation for replacing its seismically unsafe building. The new museum is scheduled to open in 2005 and will be financed entirely by private contributions. Fundraising for the new de Young continues as the Board of Trustees meets the challenge of financing the cost of the new museum, as well as covering operating losses and the costs of temporary facilities needed during the project. With the closure of the de Young, the Fine Arts Museums budget for 2001–2002 will be reduced by 16 positions, including 15 security guards and one stationary engineer. These positions will be absorbed by the Asian Art Museum, as it makes the transition to a stand-alone facility.
- While the de Young is closed, its collection will be stored at a secure facility containing storage space, conservation labs and office space. Additionally, the Fine Arts Museums have established the de Young Art Center in San Francisco's Sunset District to continue the museum's art education and enrichment programs.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
ADMISSIONS				
Provide quality art and educational experiences to attract a large and diverse audience				
■ Number of Legion of Honor visitors	514,633	400,000	355,000	345,000
■ Number of De Young visitors (museum closed December 2000)	312,425	238,000	290,362	0
■ Number of education program participants	82,000	60,000	60,000	50,000
■ Number of exhibitions	22	12	16	10
OPER & MAINT OF MUSEUMS				
Provide for collection growth through gifts, bequests and purchases				
■ Number of acquisitions through gifts, bequests and purchases	1,155	1,000	2,800	1,000

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	81.89	76.25	65.19	(11.06)
Non-Operating Positions (Funded by Capital/Other)	0.00	0.30	0.30	0.00
Net Operating Positions	81.89	76.55	65.49	(11.06)
REVENUES				
Local Taxes	4,670,198	4,719,060	5,394,079	675,019
Charges For Services	2,397,447	2,038,000	1,227,800	(810,200)
Other Revenues	1,200	15,000	0	(15,000)
Fund Balance	0	758,660	0	(758,660)
General Fund Support	1,550,880	1,146,750	416,755	(729,995)
Revenue Total	8,619,725	8,677,470	7,038,634	(1,638,836)
OPERATING EXPENDITURES				
Salaries and Wages	3,881,306	3,923,386	3,591,827	(331,559)
Fringe Benefits	964,969	978,191	895,558	(82,633)
Non-Personal Services	2,817,367	1,045,540	285,065	(760,475)
Materials and Supplies	3,158	3,191	2,393	(798)
Services of Other Departments	855,867	807,548	1,154,478	346,930
Budgetary Reserves	0	1,844,614	1,059,313	(785,301)
Operating Expenditure Total	8,522,667	8,602,470	6,988,634	(1,613,836)
PROJECT EXPENDITURES				
Facilities Maintenance	97,058	75,000	50,000	(25,000)
Project Expenditure Total	97,058	75,000	50,000	(25,000)
EXPENDITURE BY PROGRAM RECAP				
Admissions	2,397,447	2,796,660	1,227,800	(1,568,860)
Oper & Maint of Museums	6,222,278	5,880,810	5,810,834	(69,976)
Expenditure By Program Recap Total	8,619,725	8,677,470	7,038,634	(1,638,836)

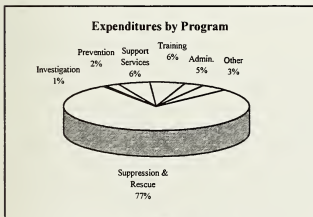
FIRE DEPARTMENT

Mission The mission of the Fire Department is to protect the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; to save lives by providing emergency medical service; to prevent fires through prevention and education programs; and to provide a work environment that values cultural diversity and is free of harassment and discrimination.

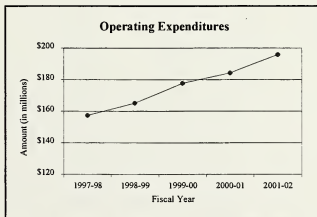
Services The Fire Department provides fire suppression, emergency medical response, community disaster preparedness, commercial and residential building inspections, and fire and arson investigations. For additional information about the department's programs and services, please call (415) 558-3411.

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$181,392,513	\$202,765,012	\$211,903,537	\$9,138,525	4.51%
Total FTE	1,856.42	1,863.57	1,908.69	45.12	2.42%



The 2001-2002 budget allocates over 77 percent of the budget to suppression and medical rescue services. In addition, six percent of the budget is dedicated to firefighter training. Approximately six percent of Fire spending is for direct prevention activities.



Budget growth in the department since 1997 has been driven both by increased salaries as a result of fire-rescue cross-training and cost-of-living increases, as well as from expanded responsibilities at the Airport and Treasure Island.

Budget Issues and Details

Full Staffing

- In 2001-2002, the Fire Department expects to enter the fiscal year fully staffed and unhampered by unanticipated vacancies. By starting the fiscal year with the minimum daily requirement of 352 firefighters for suppression and medical services, the department expects to better manage its overtime and staffing costs and provide a more reliable spending plan than was possible in the previous fiscal year.
- In order to provide the room needed to train new firefighters in anticipation of attrition and retirements throughout the year, the Mayor's budget provides an additional 45 FTE. Although hiring and training additional firefighters will require an additional \$3.7 million, it is expected that the department will substantially lower its overtime spending from the current year's expected \$11.2 million to approximately \$8 million.

New Leadership and Firefighter Advancement

- For the last several years, the department has been focused on firefighter diversity and ensuring equal access to firefighting jobs for all qualified applicants. Having successfully emerged from under the consent decree requiring desegregation and integration, the department now moves forward with a more regular advancement and management testing system for the upper ranks. The Mayor's budget includes an additional \$500,000 for the department to implement new promotional exams for all classes above the H2 ranks.

Fire Equipment

- For the second year in a row, the Mayor's budget will provide the funding necessary to purchase all replacement equipment using cash, rather than relying on lease financing. The Fire equipment budget for 2001-2002 is more than \$3.8 million, and will purchase eight new ambulances, four new triple combination pumps and a new aerial ladder truck in addition to other necessary equipment. These purchases will keep the Fire Department within its vehicle replacement schedule and ensure timely medical and fire response times well into the future.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
FIRE BUREAU OF TRAINING				
Train firefighters effectively				
■ Number of new recruits trained	57	N/A	154	144
■ Number of hours of battalion based training	N/A	N/A	64,000	64,000
FIRE NEIGHBORHOOD EMERG. RESP. TRAINING				
Educate the public in handling emergencies				
■ Number of citizens trained in emergency techniques and procedures	1,000	1,200	1,200	1,300
■ Number of public education presentations	251	300	300	330
FIRE PREVENTION				
Prevent fire through inspection and permit services				
■ Number of buildings inspected	11,889	N/A	12,000	14,000
■ Number of fires investigated	707	602	700	700
FIRE SUPPRESSION				
Respond timely to calls for emergency assistance				
■ Number of fire and rescue calls	30,827	N/A	31,800	31,800
■ Number of emergency medical service (EMS) calls	73,445	N/A	73,700	73,700
■ Number of patients transported	49,023	N/A	50,400	50,400
■ First Unit response time, in seconds -- average	227	N/A	212	212
■ First Unit response time, in seconds -- 90th percentile	309	N/A	303	303

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	1,857.82	1,864.97	1,910.09	45.12
Non-Operating Positions (Funded by Capital/Other)	(1.40)	(1.40)	(1.40)	0.00
Net Operating Positions	1,856.42	1,863.57	1,908.69	45.12
REVENUES				
Use of Money or Property	5,580	0	0	0
Intergovernmental Revenue - State	33,384,936	34,233,500	37,533,000	3,299,500
Charges For Services	17,211,828	16,318,850	17,628,850	1,310,000
Other Revenues	2,034	0	0	0
Expenditure Recovery	2,452,234	4,007,600	4,315,448	307,848
Fund Balance	0	3,925,720	0	(3,925,720)
Departmental Transfer Adjustment	8,253,524	10,567,009	10,740,448	173,439
General Fund Support	120,082,377	133,712,333	141,685,791	7,973,458
Revenue Total	181,392,513	202,765,012	211,903,537	9,138,525
OPERATING EXPENDITURES				
Salaries and Wages	136,239,881	136,215,311	145,674,185	9,458,874
Fringe Benefits	20,299,422	20,160,269	21,215,258	1,054,989
Overhead	0	526,144	218,721	(307,423)
Non-Personal Services	2,234,789	1,959,435	1,904,468	(54,967)
Materials and Supplies	3,761,508	2,976,152	3,154,427	178,275
Equipment	2,503,319	5,471,639	5,836,372	364,733
Services of Other Departments	12,675,598	17,092,196	18,147,381	1,055,185
Transfers Out	7,487	7,487	7,487	0
Operating Expenditure Total	177,722,004	184,408,633	196,158,299	11,749,666
PROJECT EXPENDITURES				
ECN - Treasure Island Fire Protection	2,351,546	3,397,191	4,154,001	756,810
Facilities Maintenance	358,403	400,000	400,000	0
Firefighter Testing and Hiring Project	0	7,104,826	7,770,321	665,495
Firefighter Uniforms & Turnouts	0	1,900,000	530,342	(1,369,658)
Water Supply Maintenance	960,132	1,468,642	2,890,574	1,421,932
Capital Improvement Projects	428	4,085,720	0	(4,085,720)
Project Expenditure Total	3,670,509	18,356,379	15,745,238	(2,611,141)
EXPENDITURE BY PROGRAM RECAP				
Administration-Fire Department	10,358,697	13,029,337	10,235,414	(2,793,923)
Fire Airport	7,103,611	8,903,720	9,233,848	330,128
Fire Bureau of Training	2,121,296	12,545,943	12,837,359	291,416
Fire Investigation	791,093	1,297,545	1,710,765	413,220
Fire Port Fireboat	1,149,913	1,663,289	1,506,600	(156,689)
Fire Prevention	4,572,016	4,814,737	4,930,818	116,081
Fire Support Services	6,092,191	12,275,511	12,011,083	(264,428)
Fire Suppression	146,199,891	143,137,658	152,393,075	9,255,417
Work Order Services	3,003,805	5,097,272	7,044,575	1,947,303
Expenditure By Program Recap Total	181,392,513	202,765,012	211,903,537	9,138,525

HUMAN RESOURCES

Mission The mission of the Department of Human Resources is to administer the personnel, health and safety, and employee health service programs of the City and County of San Francisco.

Services The department administers the civil service provisions of the Charter, provides personnel and organizational development services to departments, ensures equal employment opportunity and workforce diversity, administers employee healthcare and workers' compensation benefits, and represents the City and County in collective bargaining with employee organizations. For more information please call (415) 557-4800.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$68,656,939	\$67,931,994	\$67,140,087	(\$791,907)	(1.17%)
Total FTE	209.37	211.34	214.43	3.09	1.46%

Budget Issues and Details

Continued Improvements in Citywide Programs/Services

- Continuing the implementation of the Mayor's Workers' Compensation Council recommendations, \$2,675,000 has been allocated to the Workers' Compensation Division to implement a claims administration and system contract with a new Third Party Administrator (TPA). The TPA and system will employ a "best practices" approach and will continue the department's improvement management of our Workers' Compensation System.
- Human Resources will also implement a new Risk Management Information System (RMIS), allocated at \$500,000 in the Workers' Compensation Division. The RMIS will streamline electronic processes and reduce manual processes including the filing of first reports by departments, filing with regulatory bodies, and generating required correspondence with workers and health care providers.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
EQUAL EMPLOYMENT OPPORTUNITY				
Provide City employees with a discrimination free workplace				
■ Percentage of discrimination complaints investigated within one year of receipt	52%	75%	75%	80%
■ Number of City employees trained on diversity issues	449	700	850	700
■ Percentage of discrimination complaints resolved using alternative dispute resolution methods	5%	20%	13%	20%

MERIT SERVICE SYSTEM

Streamline the examination process to facilitate permanent appointment and reduce provisional appointment

■ Percentage of employees citywide that are provisional	4%	1%	4%	3%
■ Number of position classes with continuous testing and recruitment	37	40	41	45

WORKERS COMPENSATION

Resolve employee Workers Compensation claims in a timely manner

■ Percentage of claims closed	N/A	50%	135%	120%
■ Percentage of claims reopened	N/A	4%	12%	12%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	213.37	215.34	218.43	3.09
Non-Operating Positions (Funded by Capital/Other)	(4.00)	(4.00)	(4.00)	0.00
Net Operating Positions	209.37	211.34	214.43	3.09
REVENUES				
Charges For Services	6,976,464	0	0	0
Expenditure Recovery	44,901,496	47,652,075	48,327,527	675,452
General Fund Support	16,778,979	20,279,919	18,812,560	(1,467,359)
Revenue Total	68,656,939	67,931,994	67,140,087	(791,907)
OPERATING EXPENDITURES				
Salaries and Wages	10,533,007	11,341,803	11,965,364	623,561
Fringe Benefits	2,625,905	2,766,548	2,991,771	225,223
Non-Personal Services	50,491,405	46,474,396	44,798,942	(1,675,454)
Materials and Supplies	300,345	317,997	311,616	(6,381)
Equipment	25,873	133,000	0	(133,000)
Services of Other Departments	1,583,767	2,029,010	2,635,237	606,227
Operating Expenditure Total	65,560,302	63,062,754	62,702,930	(359,824)
PROJECT EXPENDITURES				
Examination Services	68,201	42,650	42,650	0
Human Resources Management System	2,971,565	3,898,512	2,965,162	(933,350)
MEA Tuition Reimbursement	56,871	66,667	66,667	0
Workers Comp Best Practices	0	861,411	1,362,678	501,267
Project Expenditure Total	3,096,637	4,869,240	4,437,157	(432,083)
EXPENDITURE BY PROGRAM RECAP				
Administration	2,756,194	3,479,748	4,147,926	668,178
Employee Relations	2,297,829	3,434,106	2,110,481	(1,323,625)
Equal Employment Opportunity	684,255	685,320	678,425	(6,895)
Health Service System	5,522,423	6,558,262	6,551,534	(6,728)
Management Information System	4,031,271	5,126,556	4,151,787	(974,769)
Merit Service System	3,111,714	3,236,707	3,356,410	119,703
Training & Organization Development	379,094	531,662	384,446	(147,216)
Workers Compensation	49,874,159	44,879,633	45,759,078	879,445
Expenditure By Program Recap Total	68,656,939	67,931,994	67,140,087	(791,907)

HUMAN RIGHTS COMMISSION

Mission The mission of the Human Rights Commission is to provide leadership and advocacy to secure, protect and promote human rights for all people.

Services The Human Rights Commission (HRC) implements and enforces city ordinances prohibiting discrimination in City contracts, housing, employment and public accommodations on the basis of sexual orientation, race, gender identity, HIV status, domestic partners, disability, weight/size, and immigration status. For additional information, please call (415) 252-2500.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$3,866,373	\$4,279,392	\$4,464,296	\$184,904	4.32%
Total FTE	42.37	42.30	43.24	0.94	2.22%

Budget Issues and Details

Implementation of the MBE/WBE/LBE Program and the Citywide Diversity Tracking System

- The commission continues to implement the Minority Business Enterprise/Women Business Enterprise/Local Business Enterprise Program, addressing the need to increase opportunities available to local minority- and women-owned businesses. The commission also continues implementation of the Citywide Diversity Tracking System, a central database that allows HRC to monitor contracts for all city departments.
- To further ensure non-discrimination and diversity compliance, the commission will improve communication and performance between primary construction contractors and construction subcontractors by convening pre-bid conferences and pre-construction meetings and by increasing contract monitoring to resolve issues prior to the completion of the contract.
- The commission will implement the Citywide Surety Bond and Technical Assistance Program when it becomes effective at the start of 2001-2002.

Increase Enforcement and Improve Services

- In 2001-2002, HRC will increase attention and assistance to non-compliant vendors to reduce the number and incidence of Equal Benefits waivers.
- The commission will expand its ability to serve all populations in San Francisco by developing informational materials in languages other than English and providing enhanced public speaking and training services regarding sexual orientation, gender identity, HIV status, and domestic partner issues.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
HUMAN RIGHTS COMMISSION				
Ensure equal provision of benefits to spouses and domestic partners				
■ Number of contractor submittals processed	N/A	4,000	N/A	N/A
Ensure fairness in employment, housing, and public accommodations				
■ Number of mediation and counseling services for tenant/landlord disputes	235	150	569	654
Increase participation of local, minority, and women-owned businesses in City contracts				
■ Number of City contracts monitored to ensure opportunities for certified firms	863	720	1,063	1,689
■ Number of City contracts reviewed to ensure actual participation of certified firms	838	720	1,006	1,635
Investigate complaints of discrimination				
■ Number of sexual orientation complaints investigated and mediated	420	450	441	500
■ Number of gender identity complaints investigated and mediated	185	130	330	400
■ Number of HIV status complaints investigated and mediated	155	150	192	300
■ Number of domestic partner status complaints investigated and mediated	25	15	30	40

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	43.37	43.30	47.24	3.94
Non-Operating Positions (Funded by Capital/Other)	(1.00)	(1.00)	(4.00)	(3.00)
Net Operating Positions	42.37	42.30	43.24	0.94
REVENUES				
Charges For Services	352	0	0	0
Expenditure Recovery	1,915,632	2,456,715	2,604,397	147,682
Other Funding Sources	4,133	0	0	0
General Fund Support	1,946,256	1,822,677	1,859,899	37,222
Revenue Total	3,866,373	4,279,392	4,464,296	184,904
OPERATING EXPENDITURES				
Salaries and Wages	2,330,079	2,657,669	2,783,123	125,454
Fringe Benefits	530,198	639,627	677,354	37,727
Non-Personal Services	571,111	414,084	343,400	(70,684)
Materials and Supplies	21,206	16,071	16,071	0
Services of Other Departments	282,682	215,541	229,348	13,807
Operating Expenditure Total	3,735,276	3,942,992	4,049,296	106,304
PROJECT EXPENDITURES				
HRC Surety Bond	131,097	336,400	415,000	78,600
Project Expenditure Total	131,097	336,400	415,000	78,600
EXPENDITURE BY PROGRAM RECAP				
Human Rights Commission	3,866,373	4,279,392	4,464,296	184,904
Expenditure By Program Recap Total	3,866,373	4,279,392	4,464,296	184,904

HUMAN SERVICES

Mission

The mission of the Department of Human Services (DHS) is to help people who are disadvantaged or in crisis to obtain the resources they need to realize their human potential, within the context of family and community.

Services

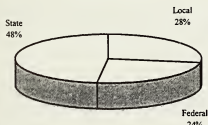
The department serves families, children, elderly, underemployed, disabled, and dependent adults through the following programs: (1) CalWORKs, (2) Personal Assistance Employment Services (PAES), (3) Family and Children's Services (FCS), (4) Adult Protective Services (APS), (5) In-Home Supportive Services (IHSS), (6) Food Stamps, (7) County Assistance Linked to Medi-Cal (CALM), (8) Supplemental Security Income Pending (SSIP), (9) General Assistance (GA), (10) Medi-Cal, and (11) Housing and Homeless.

For additional information regarding the department's services and programs, please call (415) 557-5000.

Budget Data Summary

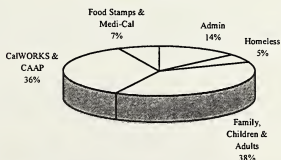
	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$387,426,836	\$443,121,880	\$436,444,993	(\$6,676,887)	(1.51%)
Total FTE	1,649.19	1,636.89	1,612.48	(24.41)	(1.49%)

Funding Sources



About two-thirds of DHS funding continues to come from state and federal government sources. Local revenue supports most expenditures for housing and homeless services.

Program Expenditures



This chart shows the DHS allocation of expenditures by program for 2001-2002. Approximately \$96 million of total expenditures is for CalWORKs programs, which provide job training and related essential services to families receiving welfare. Additionally, \$105 million in expenditures will be used to support efforts to prevent and reduce incidences of child abuse, reunify families, and provide adoption services.

Budget Issues and Details

Expanding Housing Opportunities

- DHS is expanding opportunities for homeless families and adults to secure housing. To help homeless adults transition from shelter to permanent housing, the department is redesigning its two primary homeless shelters by providing better linkages with other employment, mental health and substance abuse services.
- Through the Continuum of Care, DHS is dramatically increasing the resources available to the homeless living in the Bayview District. A new 100 bed shelter for single adults will open at Providence Baptist Church; eighteen rooms at the Franciscan Hotel will be made available for homeless families; and the United Council Resource Center will provide drop-in services for 75 individuals and serve 200 meals each day.
- The department has master leased five single room occupancy hotels to preserve over 800 units of affordable housing for single adults. This budget fully funds a new family shelter with 154 beds that opened in Spring 2001. In partnership with the Mayor's Office of Housing and the Redevelopment Agency, DHS is also providing services at numerous new sites to help formerly homeless San Franciscans stabilize in 184 units of supportive housing.

Increasing Incomes for Low Wage Service Providers

- San Francisco is among the first in the country to provide wage augmentation to childcare providers. Through the Wages Plus program, begun in 2000, childcare providers at day care centers serving low income children are eligible to receive a minimum wage of \$9.00 per hour. In 2001-2002, this program will expand to licensed family day care providers, who care for a significant portion of infants and toddlers in the City.
- For the sixth consecutive year, San Francisco will lead the state by increasing wages for In Home Supportive Services workers to \$10.00 per hour, plus health and dental benefits. This IHSS wage rate is the highest in California.

Protecting Children and Adults Against Abuse or Neglect

- Over the last several years, a key element of DHS' strategy to protect children has been to engage at-risk families before abuse or neglect begins. Through significant investments in Family Resource Centers throughout San Francisco, and an innovative demonstration project, DHS is projecting a 41 percent decrease in the number of first-time entries into the foster care system since 1998.

Through DHS' new initiative to increase recruitment of foster parents residing in San Francisco and promote closer collaboration between foster and birth parents, more children will reunify with their parents in the future. With \$50,000 for an adoption recruitment and outreach media campaign through the Black Adoption

Placement and Research Center and an additional \$50,000 for Gay and Lesbian Adolescent Social Services, DHS expects to increase adoptions of foster children.

Expanding Opportunities to Achieve Self-Sufficiency

- The San Francisco's CalWORKs caseload has declined by 40 percent since welfare reform was implemented. This decline is largely due to increases in employment and doubling of the average income of aided families. San Francisco is the only county in California that provides employment and training support services to adults without children through its Personal Assistance Employment Services (PAES) program all while maintaining the highest cash grant in California for its PAES participants.
- Further demonstrating its commitment to this population, San Francisco is using \$450,000 to create a new, paid, on-the-job training program for PAES. This budget also provides a 5.31 percent cost of living adjustment to CalWORKs and CAAP recipients.
- Career advancement and job retention services are now available to former clients and the working poor to increase their earnings and opportunities for promotion. A new Career Advancement Center will open this summer, serving as an integrated training and support center for working persons.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
ADULT SERVICES				
Enable adults to live at home to prevent institutionalization				
■ Number of clients receiving In Home Supportive Services	10,263	10,367	10,879	11,312
CAAP				
Assist clients (individuals) in gaining self-sufficiency				
■ Percentage of active PAES cases receiving employment services that are earning income	45%	41%	45%	47%
■ Average monthly earned income for active PAES cases receiving employment services and earning income	\$421	\$450	\$415	\$436
■ Number of PAES clients who left aid due to income from employment	637	600	722	818
CALWORKS				
Assist clients (families) in gaining self-sufficiency				
■ Percentage of active non-exempt CalWORKs cases earning income	53%	60%	52%	55%
■ Average monthly earned income for CalWORKs cases earning income	\$732	\$775	\$796	\$866
■ Number of CalWORKs families who left aid due to income from employment	1,241	1,500	1,516	1,550
FAMILY AND CHILDREN SERVICE				
Ensure safe homes for children				
■ Number of children reunified as percentage of case closures	53%	53%	34%	44%
■ Number of children reunified	57	N/A	87	87
■ Number of first time entries into Foster Care	374	N/A	306	256

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
HOUSING & HOMELESS PROGRAMS				
Provide rental assistance to prevent eviction				
■ Number of assisted families	955	762	1,050	920
■ Number of assisted single adults	398	444	434	450
Provide rental subsidies and support services to stabilize and maintain housing				
■ Number of family housing units that receive DHS rental subsidies	0	300	300	400
■ Number of single adult housing units that receive DHS rental subsidies	204	468	468	468
■ Number of families living in housing receiving support services	109	294	294	517
■ Number of single adults living in housing receiving support services	1,629	2,632	2,632	2,632

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	1,649.19	1,637.89	1,613.48	(24.41)
Non-Operating Positions (Funded by Capital/Other)	0.00	(1.00)	(1.00)	0.00
Net Operating Positions	1,649.19	1,636.89	1,612.48	(24.41)

REVENUES

Intergovernmental Revenue - Federal	120,563,562	135,103,043	115,902,112	(19,200,931)
Intergovernmental Revenue - State	161,830,442	184,760,212	194,802,554	10,042,342
Charges For Services	19,230	0	0	0
Other Revenues	28,908	0	0	0
Transfers In	2,161,792	0	0	0
Expenditure Recovery	2,668,787	3,575,806	3,698,491	122,685
Fund Balance	0	333,474	0	(333,474)
General Fund Support	100,154,115	119,349,345	122,041,836	2,692,491
Revenue Total	387,426,836	443,121,880	436,444,993	(6,676,887)

OPERATING EXPENDITURES

Salaries and Wages	82,381,912	90,301,689	92,892,895	2,591,206
Fringe Benefits	20,638,904	23,088,050	24,197,914	1,109,864
Non-Personal Services	90,077,513	75,557,785	70,268,481	(5,289,304)
Aid Assistance	164,840,455	218,599,967	211,814,879	(6,785,088)
Materials and Supplies	1,733,561	1,492,533	1,985,985	493,452
Equipment	1,061,483	1,022,336	371,394	(650,942)
Services of Other Departments	24,634,563	25,501,107	31,333,034	5,831,927
Transfers Out	775,000	0	0	0
Operating Expenditure Total	386,143,391	435,563,467	432,864,582	(2,698,885)

PROJECT EXPENDITURES

Facilities Maintenance	671,531	730,796	316,500	(414,296)
California Welfare Information Network	611,914	6,827,617	3,002,368	(3,825,249)
Multi-Service Center North	0	0	200,000	200,000
Multi-Service Center South	0	0	61,543	61,543
Project Expenditure Total	1,283,445	7,558,413	3,580,411	(3,978,002)

EXPENDITURE BY PROGRAM RECAP

Administrative Support	39,828,085	45,541,426	52,026,349	6,484,923
Adult Services	48,913,232	57,786,811	62,210,093	4,423,282
CAAP	45,121,175	43,516,336	50,826,437	7,310,101
CALWORKS	85,957,748	94,723,015	93,365,387	(1,357,628)
Children's Baseline	6,054,548	12,341,492	11,374,282	(967,210)
Employment & Training Service	7,499,007	13,346,512	6,783,857	(6,562,655)
Family and Children Service	90,296,870	97,783,005	94,654,222	(3,128,783)
Food Stamps	8,764,728	10,564,568	10,392,101	(172,467)
Housing & Homeless Programs	30,753,186	27,304,812	24,145,158	(3,158,654)
Medi-Cal	14,266,968	23,284,404	19,271,355	(4,013,049)
Program Support	6,784,448	6,889,212	7,113,758	224,546

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
Refugee Resettlement Program	1,693,516	2,100,000	1,279,626	(820,374)
State Special Projects	1,493,325	7,940,287	3,002,368	(4,937,919)
Expenditure By Program Recap Total	387,426,836	443,121,880	436,444,993	(6,676,887)

JUVENILE PROBATION

Mission The mission of the Juvenile Probation Department is to be an effective resource for positive change in the lives of youth and their families, to be accountable to victims, and to protect the public.

Services Provide field services for investigations and supervision of delinquent youth, provide short-term secure residential custody for youth awaiting court hearings, and provide a post-dispositional residential program for delinquent male wards of the court. For additional information about the programs and services of this department, please call (415) 753-7800.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$29,016,672	\$35,016,743	\$37,574,267	\$2,557,524	7.30%
Total FTE	314.33	312.94	311.53	(1.41)	(0.45%)

Budget Issues and Details

Building a New Juvenile Hall

- In 2001-2002 the Juvenile Probation Department will receive \$5 million from the City's seismic reserve and \$2 million from the general fund to supplement last year's \$5 million for the construction of a new Juvenile Hall. This is in addition to \$15 million in state funds received last year for this project. The new facility, which will be constructed on the site of the fifty-year-old Juvenile Hall, will include more recreational areas and improved spaces for educational and social programs. It will also be designed to be more family- and community-friendly, with increased space for youth to meet with family and visitors. The new Juvenile Hall is estimated to open by the end of December 2003.

Community-Based Programs to Better Serve Youth

- The improvements that come with the new Juvenile Hall, along with the community-based programming that is made possible through contracts with the department, will enhance the department's ability to reduce recidivism and to make positive changes in the lives of youth and their families. Since 1997, the department will have distributed more than \$8 million to community-based organizations to provide proactive solutions to juvenile crime.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
LOG CABIN RANCH				
Improve results of juvenile programs				
■ Percentage of juveniles successfully completing the Log Cabin Ranch program	98%	98%	98%	98%
■ Recidivism rate for Log Cabin Ranch graduates	42%	25%	35%	31%
PROBATION SERVICES				
Enhance services for girls referred to Juvenile Probation				
■ Percentage of girls on probation assigned to gender specific programs	N/A	90%	90%	90%
■ Number of training hours each probation officer who supervises girls receives on girl-specific issues	N/A	16	16	16
Maintain a monthly Juvenile Hall population at or below the current rated capacity of 132				
■ Percentage of days within the specified time period when the average daily population count was maintained at or below the rated capacity of 132	N/A	90%	90%	90%
Maintain target caseload levels assigned to each Probation Officer				
■ Average number of wards assigned to officers	37	40	35	35
Utilize probation services and community resources to supervise youth in lieu of out-of-home commitments				
■ Percentage of youth referred to community-based resources, including the school district, the Department of Human Services, Community Mental Health and other community-based organizations	N/A	100%	75%	75%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	314.33	316.94	313.53	(3.41)
Non-Operating Positions (Funded by Capital/Other)	0.00	(4.00)	(2.00)	2.00
Net Operating Positions	314.33	312.94	311.53	(1.41)

REVENUES

Local Taxes	194,000	0	0	0
Licenses and Fines	50,999	20,000	0	(20,000)
Use of Money or Property	0	1,250	0	(1,250)
Intergovernmental Revenue - Federal	4,124,923	2,902,000	3,440,000	538,000
Intergovernmental Revenue - State	2,820,214	3,711,899	4,075,151	363,252
Charges For Services	10,371	16,000	10,371	(5,629)
Expenditure Recovery	323,270	587,270	587,270	0
Fund Balance	0	358,693	0	(358,693)
General Fund Support	21,492,895	27,419,631	29,461,475	2,041,844
Revenue Total	29,016,672	35,016,743	37,574,267	2,557,524

OPERATING EXPENDITURES

Salaries and Wages	15,834,122	15,850,499	16,398,653	548,154
Fringe Benefits	3,097,637	4,110,998	3,923,544	(187,454)
Non-Personal Services	2,891,011	2,706,914	3,089,231	382,317
Materials and Supplies	847,642	713,139	740,889	27,750
Equipment	196,773	247,644	192,550	(55,094)
Services of Other Departments	1,886,482	1,950,165	2,235,147	284,982
Transfers Out	242,681	0	0	0
Operating Expenditure Total	24,996,348	25,579,359	26,580,014	1,000,655

PROJECT EXPENDITURES

Facilities Maintenance	583,897	310,000	330,000	20,000
Juvenile Hall Replacement	0	4,965,094	7,000,000	2,034,906
TANF Program	3,332,808	3,324,904	3,305,560	(19,344)
TANF Program - Log Cabin	0	571,386	358,693	(212,693)
Capital Improvement Projects	103,619	266,000	0	(266,000)
Project Expenditure Total	4,020,324	9,437,384	10,994,253	1,556,869

EXPENDITURE BY PROGRAM RECAP

Administration	4,883,987	5,370,423	5,857,047	486,624
Children's Baseline	1,641,671	1,859,845	1,709,411	(150,434)
Children's Fund Programs	151,108	0	0	0
Grant Services	7,165	37,000	0	(37,000)
Juvenile Hall	8,999,763	14,305,083	16,309,106	2,004,023
Log Cabin Ranch	2,853,620	2,394,990	2,549,833	154,843
Non-children's Fund Programs	0	194,000	194,000	0
Probation Services	10,479,358	10,855,402	10,954,870	99,468
Expenditure By Program Recap Total	29,016,672	35,016,743	37,574,267	2,557,524

LAW LIBRARY

Mission The Law Library provides the public, elected officials, and members of the judiciary free access to legal reference materials.

Services Legal information and reference services concerning state, local and federal law. For more information about Law Library services, please call (415) 554-6821.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$399,432	\$414,541	\$490,912	\$76,371	18.42%
Total FTE	3.00	3.00	3.00	0.00	0.00%

Budget Issues and Details

Rare Book Collection

- The Law Library's collection of rare legal books includes treasures published between the fifteenth and eighteenth centuries. The University of California has stored these books on a temporary basis since the Law Library moved out of City Hall and into the War Memorial after the Loma Prieta earthquake. The University of California will no longer be able to store the collection. Due to the special needs of storing and preserving such old, valuable books, in 2001-2002 a private vendor will provide the necessary accommodations for the rare book collection. A total of \$60,000 has been provided for storage.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
LAW LIBRARY				
Maintain an up-to-date collection of legal materials				
■ Number of items checked in on automated system and processed	5,866	6,000	8,000	8,000

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	3.00	3.00	3.00	0.00
Net Operating Positions	3.00	3.00	3.00	0.00
REVENUES				
General Fund Support	399,432	414,541	490,912	76,371
Revenues Total	399,432	414,541	490,912	76,371
OPERATING EXPENDITURES				
Salaries and Wages	220,503	230,393	232,113	1,720
Fringe Benefits	46,176	52,133	53,351	1,218
Non-Personal Services	95,853	0	60,000	60,000
Materials and Supplies	5,427	4,245	4,245	0
Services of Other Departments	31,473	127,770	141,203	13,433
Operating Expenditure Total	399,432	414,541	490,912	76,371
EXPENDITURE BY PROGRAM RECAP				
Law Library	399,432	414,541	490,912	76,371
Expenditure By Program Recap Total	399,432	414,541	490,912	76,371

MAYOR

Mission The mission of the Mayor's Office is to ensure that the City and County of San Francisco is a place where all residents can live, work and play in a safe, prosperous, and humane environment.

Services Includes the Mayor's Offices of Neighborhood Services, Finance and Legislative Affairs, Community Development, Criminal Justice, Emergency Services, Housing, the Press, and HIV and AIDS policy. The Mayor's Office also includes the Neighborhood Beautification Fund, Grants for the Arts, the Film and Video Arts Commission, and San Francisco YouthWorks. For more information about Mayor's Office services, please call (415) 554-7111.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$51,124,687	\$58,036,172	\$76,494,651	\$18,458,479	31.81%
Total FTE	74.27	76.78	75.96	(0.82)	(1.07%)

Policy and Budget Priorities

A Healthy City

- The Mayor continues to place the health of San Francisco residents as one of the highest priorities of his office. Next year, DPH and the entire city family will work together to expand access to health care in a number of ways, including working to cover an estimated 16,050 uninsured workers under the Health Care Accountability Ordinance and providing health insurance to approximately 4,000 uninsured children in San Francisco.

Housing for All

- The Mayor's continued directive to all department heads has been to maximize and expand any funding available for housing programs. In the next year, more than \$205 million in affordable housing funding will be available. The Redevelopment Agency will spend \$52 million on new projects—\$18 million of it to preserve and rehabilitate existing affordable housing units. Some \$50 million in funds generated by the Mayor's 1996 Affordable Housing Bond will create or preserve an-

other 1,000 units of affordable housing. In 2001-2002, over \$17 million in housing funding will go toward addressing the needs of senior citizens.

- Next year, the City will also clean up the city's homeless shelters, decentralize homeless services, and provide counseling, job training and substance abuse treatment on demand. Funding in the budget will add a new 154-bed family shelter, a new 100-bed single adult shelter, and ongoing services in 184 units of supportive housing, in addition to new drop-in services.

Improvements for the Future: Infrastructure, Capital and Prudent Budgeting

- The Mayor's budget reflects a dramatic increase in the City's investment in its future capital needs, including some \$601 million for constructing, repairing and improving our water system, neighborhood branch libraries, neighborhood parks, Laguna Honda Hospital, neighborhood health clinics, and many other projects.
- Next year, \$40 million in previously reserved funds will be spent on one-time capital and equipment improvements to reduce operating costs and increase efficiency—including \$9 million to replace antiquated equipment that hampers the delivery of City services and \$6 million in new computer systems that will facilitate improved communication and coordination among city departments. These investments will be made with available funds, without incurring any debt, and will save the City as much as \$3 million in debt service.
- In addition to saving the City money, these investments will bring better services to our neighborhoods and families by putting \$5 million toward improvements to our Primary Health Care Centers; \$18.5 million to renovate, expand and begin construction on new neighborhood branch libraries; and \$28.4 million to renovate and expand neighborhood recreation centers and parks.

Energy Conservation

- The Mayor's office will continue to work with all city departments to achieve a 15 percent reduction in power use through the Mayor's \$15 million Energy Conservation Account (MECA). Administered by Hetch Hetchy, MECA will fund and manage conservation-oriented capital projects throughout city-owned facilities, yielding dramatic energy and cost savings. The first program of its kind in the state, MECA is expected to save the city more than \$5 million a year in avoided energy costs, as well as conserve some 44 million kilowatt hours per year.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
ASSISTANCE & NEIGHBORHOOD OUTREACH				
Respond to citizens				
■ Number of constituent inquiries responded to	N/A	N/A	2,600	3,000
■ Number of Open Door Days	10	N/A	8	10
■ Number of constituents served during Open Door Days	250	N/A	200	250
COMMUNITY DEVELOPMENT				
Provide affordable housing				
■ Number of new units and beds acquired, constructed and/or rehabilitated supported by financial commitments	750	700	1,100	1,200
FINANCE & LEGISLATIVE AFFAIRS				
Improve and maintain the City's bond rating				
■ Bond rating--Standard and Poor's	AA-	AA	AA	AA
■ Bond rating--Moody's	AA3	AA3	AA3	AA3
■ Bond rating--Fitch	AA	AA	AA	AA
Provide realistic budget				
■ Number of General Fund supplemental appropriations (other than bond issues and Board-initiated supplementals)	16	13	8	5

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	148.27	150.78	151.36	0.58
Non-Operating Positions (Funded by Capital/Other)	(74.00)	(74.00)	(75.40)	(1.40)
Net Operating Positions	74.27	76.78	75.96	(0.82)

REVENUES

Local Taxes	19,569,709	21,460,321	24,443,100	2,982,779
Use of Money or Property	324,564	85,204	0	(85,204)
Intergovernmental Revenue - Federal	2,361,668	959,853	273,590	(686,263)
Intergovernmental Revenue - State	1,167,704	2,515,487	2,568,589	53,102
Intergovernmental Revenue - Other	331,243	0	0	0
Charges For Services	152,280	126,312	124,618	(1,694)
Other Revenues	548,347	20,720,526	40,000,000	19,279,474
Transfers In	1,961,304	0	0	0
Expenditure Recovery	1,045,159	1,343,048	1,115,049	(227,999)
Fund Balance	14,887,997	127,852	136,195	8,343
General Fund Support	8,774,712	10,697,569	7,833,510	(2,864,059)
Revenue Total	51,124,687	58,036,172	76,494,651	18,458,479

OPERATING EXPENDITURES

Salaries and Wages	4,318,046	4,825,543	4,871,048	45,505
Fringe Benefits	1,065,240	1,120,651	1,155,282	34,631
Non-Personal Services	4,307,293	7,499,076	2,462,762	(5,036,314)
Aid Assistance	14,443,207	14,882,490	17,065,398	2,182,908
Materials and Supplies	257,222	229,015	265,534	36,519
Equipment	18,466	(6,596)	0	6,596
Services of Other Departments	794,644	1,603,079	1,645,365	42,286
Transfers Out	1,707,107	513,401	483,076	(30,325)
Operating Expenditure Total	26,911,225	30,666,659	27,948,465	(2,718,194)

PROJECT EXPENDITURES

Affordable Housing & Home Ownership Prog	14,877,521	20,006,165	40,000,000	19,993,835
Community Based Agencies	1,095,732	658,748	714,052	55,304
Film	175,671	125,012	124,618	(394)
Gay & Lesbian Center	2,418,118	0	300,000	300,000
Hotel Tax-Rent Supplement Ordinance 2-98	634,875	600,000	600,000	0
Low Income Housing	4,357,651	5,146,512	5,967,397	820,885
Mayor's Special Funds	9,978	25,000	25,000	0
Neighborhood Beautification	631,946	706,776	715,119	8,343
Prop Q Contracts	11,970	100,000	100,000	0
Capital Improvement Projects	0	1,300	0	(1,300)
Project Expenditure Total	24,213,462	27,369,513	48,546,186	21,176,673

EXPENDITURE BY PROGRAM RECAP

Affordable Housing	14,877,521	20,006,165	40,000,000	19,993,835
Assistance & Neighborhood Outreach	1,313,157	1,575,028	1,347,507	(227,521)

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
City Administration	4,548,528	5,559,726	4,841,408	(718,318)
Community Development	5,659,008	4,173,902	400,000	(3,773,902)
Criminal Justice	4,541,790	4,033,783	3,821,362	(212,421)
Finance & Legislative Affairs	662,412	832,823	811,162	(21,661)
Grants For The Arts	13,748,098	14,853,809	17,275,703	2,421,894
Moscone Expansion Project	4,357,651	5,146,512	5,967,397	820,885
Neighborhood Beautification	759,891	1,196,602	736,195	(460,407)
Office of Emergency Service	656,631	657,822	1,293,917	636,095
Expenditure By Program Recap Total	51,124,687	58,036,172	76,494,651	18,458,479

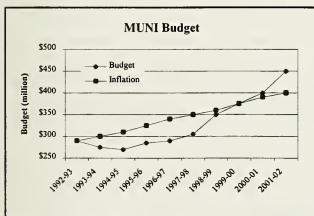
MUNICIPAL TRANSPORTATION AGENCY

Mission The mission of the Municipal Transportation Agency (Muni) is to provide convenient, reliable, safe and efficient public transportation services to the residents of and visitors to the City and County of San Francisco.

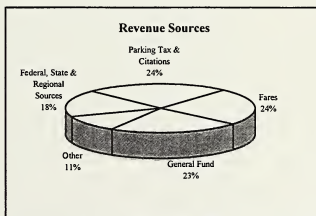
Services Trolley bus, motor coach, light rail, cable car, historic cars, and paratransit services within the City and County of San Francisco. For further information about Muni's services, please call (415) 673-6864.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$392,971,667	\$410,880,123	\$454,922,240	\$44,042,117	10.72%
Total FTE	3,845.55	3,960.56	4,084.52	123.96	3.13%



This chart compares expenditure growth to the rate of inflation since 1992-1993. Expenditure increases since 1996-1997 have been needed to compensate for insufficient financial support in the early 1990s.



This shows funding sources for the department's 2001-2002 budget. Fare revenues and parking-related taxes, fees and citations each account for approximately one quarter of department revenues.

Budget Issues and Details

Continuing the Implementation of Proposition E

- Proposition E, adopted by voters in November 1999, significantly changed Muni's financial structure and status with the City and County of San Francisco. Most sig-

nificantly, the proposition established a baseline level of funding for the agency and provided for annual increases thereafter.

- Muni is presenting its first budget since the full implementation of Proposition E. The 2001-2002 budget is balanced and does not request funding over the base amount or include a fare increase. The budget also includes the development of a zero-based budget process, which will be completed by 2002-2003.

Adding Service and Increasing Reliability

- Muni's Castro Shuttle was implemented on April 2, 2001, to include regular metro train service during rush hour between the Castro and Embarcadero stations. The 2001-2002 budget includes funding to continue this service. Also newly funded are service additions to the 38 Geary, 9 San Bruno and Treasure Island lines.
- The 2001-2002 budget allocates \$294 million in funding to support continued improvement in service reliability. Funds will pay for the Fleet Replacement Capital Plan, fleet and infrastructure maintenance, transit operator salaries, street supervision, dispatch, central control, and fuel.

Focusing on Safety

- The 2001-2002 budget contains a total of \$15.8 million for programs, equipment and training to improve safety for both riders and employees. \$5.3 million is allocated for training to reduce operator accidents and accidents in the workplace. \$1.5 million will fund the Ambassador Program that provides support to employees, including customer service training, conflict management, and stress management. \$3.9 million is allocated for enhanced security, including video surveillance and support from the Police Department. \$1.1 million is budgeted for the Transit Assistant Program, which provides community-based staff to ride public transportation in areas with high occurrences of graffiti, juvenile disturbances, and assaults. \$1.6 million is allocated for the Proof of Payment program for increased enforcement. \$2.4 million will fund system and employee safety, including inspections, compliance, and injury prevention training for employees.

Improving Fleet Appearance

- In order to create a more pleasant riding experience and to improve Muni's image in the community, a total of \$11.4 million has been allocated for fleet-wide cleaning and graffiti removal. \$6.6 million will fund the Fleet Appearance and Quality Assurance and Warranty Section, which consists primarily of Transit Car Cleaners, Body and Fender Workers, Car Painters and Automotive Service Workers. \$4.8 million will fund the purchase of vehicle parts and supplies for repairs and preventive maintenance.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
MRD-MAINTENANCE DIVISION (MAINT)				
Maintain or improve customer satisfaction				
■ Average rating of vehicle cleanliness by residents of San Francisco (1=very good, 5=very poor)	3.21	3.00	3.23	3.00
Provide reliable service by maintaining no less than 98.5% vehicle availability by mode (improved methodology means historical data no longer comparable)				
■ Percentage of Motor Coaches available for service	N/A	98.50%	98.50%	98.50%
■ Percentage of Trolley Coaches available for service	N/A	98.50%	98.50%	98.50%
■ Percentage of Light Rail vehicles available for service	N/A	98.50%	97.50%	98.50%
■ Percentage of PCC Rail vehicles available for service	N/A	98.50%	98.50%	98.50%
■ Percentage of Cable Cars available for service	N/A	98.50%	100.00%	98.50%
MRD-SAFETY, SECURITY & TRAINING DIV(SST)				
Improve the safety of passengers, drivers, pedestrians, and others				
■ Average rating of safety on MUNI by residents of San Francisco (1=very good, 5= very poor)	2.96	2.80	2.94	2.80
■ Number of Federal Transit Administration reportable accidents	3,032	2,900	2,880	N/A
MRD-TRANSPORTATION DIVISION (TRAN)				
Maintain or improve customer satisfaction				
■ Average rating of driver courtesy by residents of San Francisco (1=very good, 5=very poor)	2.90	2.80	2.81	2.50
■ Number of Passenger Service Reports (complaints) filed	11,674	10,507	12,000	N/A
Provide reliable and timely transit service				
■ Average rating of MUNI's timeliness and reliability by residents of San Francisco (1=very good; 5= very poor)	3.28	3.00	3.22	3.00
■ Percentage of vehicles that run on time according to published schedules (no more than 4 minutes late or 1 minute early) measured at terminals and established intermediate points	49.40%	65.00%	60.00%	70.00%
■ Percentage of scheduled service hours delivered	95.55%	96.50%	96.50%	97.00%
Reduce unscheduled absenteeism				
■ Unscheduled absenteeism as a percentage of scheduled hours -Transportation	14.10%	12.70%	13.90%	N/A

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 vs			
	1999-2000	2000-2001	2001-2002	2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	4,117.55	4,284.56	4,453.27	168.71
Non-Operating Positions (Funded by Capital/Other)	(272.00)	(324.00)	(368.75)	(44.75)
Net Operating Positions	3,845.55	3,960.56	4,084.52	123.96
REVENUES				
Local Taxes	20,186,318	20,577,000	23,348,000	2,771,000
Licenses and Fines	62,009,240	63,200,000	63,250,000	50,000
Use of Money or Property	25,227,687	20,460,230	26,376,553	5,916,323
Intergovernmental Revenue - Federal	1,676,064	4,975,000	3,280,000	(1,695,000)
Intergovernmental Revenue - State	25,737,297	27,650,000	30,978,638	3,328,638
Intergovernmental Revenue - Other	45,715,438	52,240,941	69,345,985	17,105,044
Charges For Services	111,269,899	119,827,053	126,050,187	6,223,134
Other Revenues	5,476,359	133,605	0	(133,605)
Transfers In	3,127,931	0	0	0
Expenditure Recovery	7,806,564	4,494,623	5,321,335	826,712
Fund Balance	0	0	8,936,133	8,936,133
Other Funding Sources	(6,504,705)	0	0	0
General Fund Support	91,243,575	97,321,671	98,035,409	713,738
Revenue Total	392,971,667	410,880,123	454,922,240	44,042,117
OPERATING EXPENDITURES				
Salaries and Wages	218,526,401	223,514,074	244,038,446	20,524,372
Fringe Benefits	55,323,562	58,900,356	64,939,386	6,039,030
Non-Personal Services	45,503,887	52,712,111	81,758,783	29,046,672
Materials and Supplies	35,391,674	35,519,775	36,572,110	1,052,335
Equipment	174,134	150,110	690,185	540,075
Services of Other Departments	32,749,951	36,058,965	20,923,330	(15,135,635)
Transfers Out	2,547,235	0	0	0
Budgetary Reserves	0	9,950	0	(9,950)
Operating Expenditure Total	390,216,844	406,865,341	448,922,240	42,056,899
PROJECT EXPENDITURES				
Facilities Maintenance	601,670	439,782	400,000	(39,782)
Muni Improvement Fund	1,749,918	1,600,000	1,500,000	(100,000)
Vehicle Scheduling System	0	0	4,100,000	4,100,000
Capital Improvement Projects	403,235	1,975,000	0	(1,975,000)
Project Expenditure Total	2,754,823	4,014,782	6,000,000	1,985,218
EXPENDITURE BY PROGRAM RECAP				
MRD-Capital Plang & Legislative (CPLA)	700,028	1,834,756	1,786,228	(48,528)
MRD-Chief Operating Officer Div (COO)	14,947,885	11,750,381	22,396,936	10,646,555
MRD-Construction Division (Const)	7,180,732	5,953,184	3,639,207	(2,313,977)
MRD-Finance and Administration Div(F&A)	59,551,614	47,939,861	61,706,024	13,766,163
MRD-Human Resources Division (HR)	423,517	21,921,377	26,593,896	4,672,519
MRD-Maintenance Division (Maint)	51,793,253	46,349,181	123,591,184	77,242,003

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
MRD-Municipal Railway Exec Office (MREO)	24,981,391	17,970,753	20,740,211	2,769,458
MRD-Operations Division (OP)	207,145,227	218,944,443	248,583	(218,695,860)
MRD-Safety, Security & Training Div(SST)	6,799,099	15,522,411	15,988,137	465,726
MRD-Transportation Division (Tran)	19,448,921	22,693,776	178,231,834	155,538,058
Expenditure By Program Recap Total	392,971,667	410,880,123	454,922,240	44,042,117

PARKING AND TRAFFIC

Mission The mission of the Department of Parking and Traffic is to facilitate the safe and efficient use of city streets by motorists, public transit vehicles, bicyclists and pedestrians, and to develop solutions to parking issues that affect the viability of residential and commercial neighborhoods.

Services Enforce all local and state parking laws; issue parking permits; manage city-owned parking garages; install and maintain traffic signals, parking meters, traffic signs, and street markings; coordinate safe traffic flow at school intersections, on high-use transit corridors, and in neighborhoods and commercial districts; process and adjudicate all parking citation and tow appeals. For additional information on the department's services, please call (415) 554-9811.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$57,760,435	\$65,155,685	\$62,374,959	(\$2,780,726)	(4.27%)
Total FTE	545.88	547.20	545.19	(2.01)	(0.37%)

Budget Issues and Details

Installing Energy Efficient LED Traffic Signals

- In 2001-2002 the Department of Parking and Traffic, working with the Mayor and Hetch Hetchy, is launching a major energy conservation project to replace the City's traffic signals with Light Emitting Diodes (LEDs). \$6 million is allocated in the Mayor's Energy Conservation Account (MECA) for the replacement of 14,000 traffic signals at 900 intersections across the city. LED traffic signals consume 82 percent less electricity, are brighter and more visible, and last five times longer than conventional incandescent traffic signals. The change out will save the city \$4.1 million in energy costs over the life of the lights, and conserve 10,000,000 kWh in power per year, or enough to power 20,000 homes for one day. Unlike many capital projects that can take years to design and implement, the change out of all 14,000 signals in San Francisco can be achieved in less than two months.

Improving Transit and Traffic Flow

- As part of the ongoing implementation of the Intelligent Traffic Management System (ITMS) the department will be connecting selected traffic signals with fiberoptic

cable. Once connected, the department will be able to change the timing of these signals as problems occur, rather than relying on pre-programmed routines. This will improve traffic flow by relieving congestion immediately as it occurs, rather than relying on a response by parking control officers or police officers.

Securing the Safety of Pedestrians

- The Livable Streets Program has been renewed for 2001-2002 with an additional \$2.3 million. The program, which is supported by red light running violations, has overseen the installation of pedestrian countdown signals, piloted the use of various traffic calming devices, and installed ladder crosswalks at school sites across the city. Projects for 2001-2002 include more ladder crosswalk locations; the replacement of hundreds of older school-crossing, pedestrian-crossing, bike-crossing, and senior-crossing signs with new, high-visibility florescent signs; and the enlargement of medians to create pedestrian "safe havens."

Improved Access to Parking

- In partnership with the Mayor's Office and the Recreation and Park Department, the Department of Parking and Traffic is redesigning Union Square Plaza and Garage. The new Union Square will offer the public a plaza more open to the surrounding area with a renovated garage that provides improved access to the street level.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
ENFORCEMENT				
Respond quickly to traffic impediments				
■ Percentage of abandoned vehicles reported for removal that were marked within one working day	80%	87%	87%	87%
■ Percentage of driveway tows responded to within 30 minutes of report	30%	35%	35%	38%
PARKING CITATION DIVISION				
Reduce customer waiting time				
■ Average wait time for walk-in customers to talk to a clerk in the Citation Division, in minutes	15	10	10	8
■ Average wait time to see a Hearing Officer for an administrative citation hearing, in minutes	15	13	13	10
RESIDENTIAL PERMIT PARKING				
Reduce customer waiting time				
■ Average wait time for walk-in customers to talk to a clerk in the resident permit parking program, in minutes	23	10	22	15
■ Average number of days to mail parking permits after receipt of application	21	15	16	10
TRAFFIC ENGINEERING & OPERATION				
Respond quickly to complaints of hazardous conditions				
■ Traffic signage -- percentage of hazardous conditions complaints responded to within 24 hours of notification	N/A	87%	85%	87%
■ Traffic signals -- percentage of hazardous condition complaints responded to within 24 hours of notification	0%	90%	84%	90%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	612.13	621.45	628.19	6.74
Non-Operating Positions (Funded by Capital/Other)	(66.25)	(74.25)	(83.00)	(8.75)
Net Operating Positions	545.88	547.20	545.19	(2.01)

REVENUES

Licenses and Fines	2,582,023	5,210,771	5,308,108	97,337
Use of Money or Property	9,447,712	11,251,454	11,610,384	358,930
Intergovernmental Revenue - State	0	1,658,232	0	(1,658,232)
Charges For Services	4,113,321	3,377,197	3,345,811	(31,386)
Other Revenues	28,094	6,511,883	10,000	(6,501,883)
Transfers In	266,400	276,465	293,534	17,069
Expenditure Recovery	250,231	198,000	259,500	61,500
Departmental Transfer Adjustment	2,970,344	3,543,863	3,603,746	59,883
Other Funding Sources	3,431,083	0	0	0
General Fund Support	34,671,227	33,127,820	37,943,876	4,816,056
Revenue Total	57,760,435	65,155,685	62,374,959	(2,780,726)

OPERATING EXPENDITURES

Salaries and Wages	24,597,168	25,607,006	26,917,841	1,310,835
Fringe Benefits	6,450,033	6,688,330	7,030,624	342,294
Overhead	282,522	267,626	318,776	51,150
Non-Personal Services	12,259,089	10,504,049	10,658,602	154,553
Materials and Supplies	1,588,200	1,313,806	1,364,135	50,329
Equipment	330,487	1,749,555	1,095,282	(654,273)
Debt Service	2,805,764	2,866,675	2,866,675	0
Services of Other Departments	6,265,495	6,386,442	6,955,212	568,770
Transfers Out	489,770	0	0	0
Operating Expenditure Total	55,068,528	55,383,489	57,207,147	1,823,658

PROJECT EXPENDITURES

Facilities Maintenance	654,005	320,000	270,000	(50,000)
Continuous Power Supply For Signals	0	0	2,004,875	2,004,875
Livable Streets Program	0	2,392,525	2,392,525	0
Traffic Management System	460,144	511,240	500,412	(10,828)
Capital Improvement Projects	1,577,758	6,548,431	0	(6,548,431)
Project Expenditure Total	2,691,907	9,772,196	5,167,812	(4,604,384)

EXPENDITURE BY PROGRAM RECAP

Departmental Administration	3,742,475	3,779,636	3,835,729	56,093
Enforcement	23,141,580	25,864,634	26,651,143	786,509
Parking	7,943,639	13,483,276	7,032,732	(6,450,544)
Parking Citation Division	11,029,578	10,250,894	10,533,783	282,889
Residential Permit Parking	714,541	871,889	932,981	61,092
Traffic Engineering & Operation	11,188,622	10,905,356	13,388,591	2,483,235
Expenditure By Program Recap Total	57,760,435	65,155,685	62,374,959	(2,780,726)

POLICE

Mission

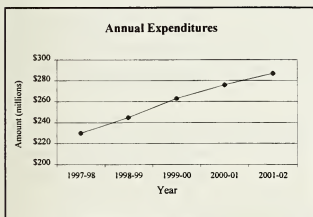
The mission of the San Francisco Police Department is to provide residents and visitors of San Francisco with a safe community by maintaining a well-trained staff for the enforcement of laws and by efficiently and effectively preventing and investigating crimes.

Services

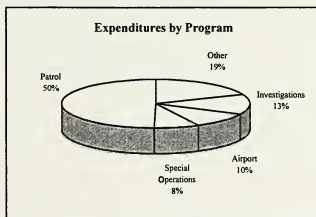
Enforce and investigate violations of national, state, and local laws through proactive foot, vehicle, horse, and bike patrols; provide emergency response to reported incidents and operation of 10 district stations, a crime laboratory, and a training academy. For further information on the department's services, please call (415) 553-1651.

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$263,161,919	\$276,596,497	\$277,041,281	\$444,784	0.16%
Total FTE	2,742.17	2,785.21	2,787.16	1.95	0.07%



The chart above illustrates the growth in department annual expenditures since 1997-1998.



The chart above depicts the proposed expenditures by program in 2001-2002.

Budget Issues and Details

Maintain Full Officer Staffing

- The Police Department strives to maintain proper staffing for neighborhood community policing, patrol, and investigative units. These staffing levels allow the de-

partment to partner effectively with communities to develop solutions jointly to identified problems. During the Mayor's Crime Summit, the participants emphasized the need for continued neighborhood policing. The Mayor's budget commits all newly hired police officers to be deployed to neighborhood patrols.

- The department has experienced a growing number of retirements in the recent past and anticipates the rate of retirements to remain high in the coming several years. Sworn officers hired during the expansion of the 1970s are now eligible for retirement, and the departure of this personnel would compromise community policing services if not replaced by new hires. In 2001-2002, to maintain current neighborhood services and ensure full departmental staffing, the Mayor's budget includes over \$1.1 million to support the hiring of 170 new officers.

Support of Investigations and Crime Laboratory

- In 2001-2002, the Police crime laboratory will finally be fully staffed and funded to provide state of the art scientific analysis of evidence. The new investment will provide analysis of evidence in a more timely manner and allow investigations to proceed more efficiently. Increased DNA analysis will be possible, not only to help identify suspects in a crime, but also to help ensure that those who are innocent of a crime never be charged. In 2001-2002, the Mayor's budget allocates over \$760,000 to purchase and maintain equipment and supplies to support the five new criminalists hired at the end of 2000-2001.
- Recently, the crime laboratory DNA unit successfully passed a rigorous federal audit that will help the laboratory apply for federal accreditation next year. With this accreditation the laboratory would demonstrate that it meets industry standards and has a quality assurance program in place to enhance its credibility in the courts. Federal accreditation also allows the laboratory to share information with other jurisdictions within California and in other states, for improved service to the criminal justice community.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
PATROL				
Ensure the safety of citizens				
■ Percentage of San Franciscans who report feeling safe or very safe walking alone in their neighborhoods during the day	72%	75%	69%	75%
■ Percentage of San Franciscans who report feeling safe or very safe walking alone in their neighborhoods during the night	40%	45%	40%	45%
Reduce crime and encourage reporting				
■ Number of UCR Part I violent crimes reported	6,285	N/A	6,300	6,100
■ Number of UCR Part I property crimes reported	35,578	N/A	35,000	34,000
■ Total arrests for Part I violent crime	2,973	N/A	2,960	2,960
■ Juvenile arrests for Part I crimes as percentage of total arrests for violent crimes	18%	N/A	19%	19%
■ Total arrests for Part I property crimes	4,580	N/A	4,270	4,270
■ Juvenile arrests for Part I property crime as percent of total arrests for property crimes	17%	N/A	18%	18%
OFFICE OF CITIZEN COMPLAINTS				
Address police misconduct matters professionally and efficiently				
■ Number of complaints closed by OCC during the year per FTE Investigator	78	84	80	84
File sustained cases to Police Commission where required				
■ Percentage of cases tried or settled within 90 days of filing of charges against officer(s)	17%	80%	80%	80%
SFPD-RECRUITMENT AND EXAMINATION PROGRAM				
Ensure full staffing of police force				
■ Number of new SFPD officers entering academy	203	200	190	150

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	2,753.07	2,798.36	2,788.16	(10.20)
Non-Operating Positions (Funded by Capital/Other)	(10.90)	(13.15)	(1.00)	12.15
Net Operating Positions	2,742.17	2,785.21	2,787.16	1.95

REVENUES

Licenses and Fines	2,941,967	3,978,198	3,068,980	(909,218)
Use of Money or Property	87,186	5,876	0	(5,876)
Intergovernmental Revenue - Federal	3,271,029	3,546,559	3,235,373	(311,186)
Intergovernmental Revenue - State	35,786,145	35,662,763	38,201,378	2,538,615
Charges For Services	1,233,734	2,149,071	2,396,571	247,500
Transfers In	915,909	0	0	0
Expenditure Recovery	2,968,219	2,126,407	2,447,284	320,877
Departmental Transfer Adjustment	21,123,717	26,969,747	27,868,606	898,859
General Fund Support	194,834,013	202,157,876	199,823,089	(2,334,787)
Revenue Total	263,161,919	276,596,497	277,041,281	444,784

OPERATING EXPENDITURES

Salaries and Wages	188,006,870	197,222,821	199,624,172	2,401,351
Fringe Benefits	28,374,623	31,555,322	32,164,934	609,612
Overhead	13,162	0	0	0
Non-Personal Services	4,900,314	5,990,217	7,079,614	1,089,397
Materials and Supplies	3,962,383	3,766,384	4,291,143	524,759
Equipment	5,757,989	7,203,662	5,324,939	(1,878,723)
Services of Other Departments	23,715,493	23,125,377	22,072,424	(1,052,953)
Transfers Out	2,621,508	0	0	0
Budgetary Reserves	0	105,791	546,915	441,124
Operating Expenditure Total	257,352,342	268,969,574	271,104,141	2,134,567

PROJECT EXPENDITURES

Facilities Maintenance	154,420	110,000	110,000	0
Capital Projects	0	(298)	0	298
Accelerated Hiring Program	2,149,040	1,113,411	1,113,016	(395)
Automated Fingerprint Id Fund	817,156	2,691,500	2,000,000	(691,500)
Chiefs Contingency Fund	50,000	50,000	50,000	0
Commission Fund	0	48,000	48,000	0
Narc Forfeiture & Asset Seizur	563,949	1,290,004	466,363	(823,641)
S F Traffic Offender Program	779,126	1,120,670	1,313,755	193,085
San Francisco Safe, Inc.	567,861	592,314	615,567	23,253
SFPD Crime Lab	0	55,867	68,980	13,113
Vehicle Theft Crimes	491,093	521,331	151,459	(369,872)
Capital Improvement Projects	236,932	34,124	0	(34,124)
Project Expenditure Total	5,809,577	7,626,923	5,937,140	(1,689,783)

EXPENDITURE BY PROGRAM RECAP

Airport Police	21,123,717	26,969,747	27,868,606	898,859
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TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
Fingerprint	817,156	2,691,500	2,000,000	(691,500)
Narcotics Forfeiture	577,940	1,290,004	466,363	(823,641)
Office of Citizen Complaints	2,434,188	2,568,941	2,636,362	67,421
Operations and Administration	53,231,387	44,429,963	39,919,465	(4,510,498)
Patrol	139,286,380	133,420,365	137,499,704	4,079,339
Police Operations	0	0	100,000	100,000
Police Services	0	0	110,000	110,000
Safe Contract	567,861	592,314	615,567	23,253
Senior Escort Service	1,022,084	1,436,958	1,495,220	58,262
SFPD-Investigations	38,105,401	26,951,714	27,596,936	645,222
SFPD-Recruitment and Examination Program	1,544,263	1,792,771	2,024,739	231,968
Special Investigations	12,300	9,222,753	9,271,800	49,047
Special Operations	305,731	21,585,829	21,823,876	238,047
Taxi Enforcement	777,234	1,107,000	1,125,000	18,000
Vehicle Theft Abatement	491,093	521,331	151,459	(369,872)
Work Order Services	2,865,184	2,015,307	2,336,184	320,877
Expenditure By Program Recap Total	263,161,919	276,596,497	277,041,281	444,784

PORT

Mission The Port of San Francisco is a public enterprise committed to promoting a balance of maritime, recreational, industrial, transportation, public access and commercial activities, on a self-supporting basis, through appropriate management and development of the waterfront for the benefit of the public.

Services Lease and manage commercial, industrial and maritime properties and provide waterfront access and recreational activities to the public. For more information, contact the Port's Public Information Office at (415) 274-0488.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$41,796,500	\$55,221,998	\$89,121,635	\$33,899,637	61.39%
Total FTE	225.80	228.12	242.38	14.26	6.25%

Budget Issues and Details

Expanded Ferry Service

- During 2000-2001 the Port completed the China Basin Ferry Terminal, which provides ferry service to Pacific Bell Ballpark. The terminal increases the number of public transportation options available to Giants fans and will reduce traffic congestion in the area. Additionally the terminal will provide excursion services and serve future Mission Bay residents.
- Summer of 2001 is the expected completion date for the Downtown Ferry Terminal project. This project includes a new ferry landing south of the existing ferry plaza and the relocation of the north terminal to accommodate the increase in ferry passengers, a breakwater south of the ferry terminal, and public access improvements to the surrounding area.
- During 2001-2002 construction will begin on a ferry terminal at Pier 43. The project will involve a floating berth, pilings, gangway system and ramps to connect to Pier 43. The new terminal will provide accessible ferry service to and from Fisherman's Wharf and increase the level of mass transit serving that area.

New Commercial Fishing and Fish Processing Facilities

- In June of 2001 the new Hyde Street Harbor will open, providing 62 new berths to serve the Fisherman's Wharf commercial fishing fleet. The project incorporates an extensive list of features to improve the water quality in the area, including a floating debris barrier, holding tank and bilge pump-out facilities, parking lot drainage into the City sewer system, and recycling facilities.
- The 2001-2002 capital budget includes funding for new fish processing facilities to be built at Pier 45 Shed C. Similar to the facilities located at Pier 45 Sheds B and D, the new facility will provide a modern, environmentally sanctioned location for consolidation and expansion of the fish processing industry.

Expansion of Public Boat Launch

- In 2001-2002 construction will begin on a major expansion to the existing public boat launch at Pier 52. The project includes a new double-lane public boat launch, shoreline improvements, an area for a future café/bait shop, and a parking lot for auto-trailer spaces. In addition, the gangway and float will be designed to allow access to persons with disabilities. This project will benefit current launch users, as well as provide a valuable recreational resource for the future residents of Mission Bay.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
PORT - FACILITIES & OPERATIONS				
Maintain operational reliability of container cranes				
■ Percentage of time container cranes are available	99.40%	99.50%	99.50%	99.50%
PORT - FINANCE & ADMINISTRATION				
Maintain or improve the Port's access to the capital markets				
■ The Port's debt service coverage ratio	3.76	3.40	3.30	3.50
PORT - MARITIME				
Increase the volume of cargo shipping				
■ Total cargo tonnage	2,074,000	2,000,000	2,168,000	2,276,400
PORT - PLANNING & DEVELOPMENT				
Increase and enhance the public's access to the waterfront				
■ Total square footage of public space on Port property	1,960,028	2,138,365	2,192,365	2,407,865
PORT - REAL ESTATE & ASSET MANAGEMENT				
Achieve maximum revenue from leasing activities				
■ Annual percentage increase to real estate revenues from commercial/industrial rent and parking	10.30%	2.40%	4.80%	1.10%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	225.80	228.12	242.38	14.26
Net Operating Positions	225.80	228.12	242.38	14.26
REVENUES				
Licenses and Fines	1,200,000	1,200,000	1,200,000	0
Use of Money or Property	28,654,052	36,299,000	39,638,000	3,339,000
Charges For Services	3,888,260	8,083,000	8,788,000	705,000
Other Revenues	3,046,161	4,424,839	890,000	(3,534,839)
Expenditure Recovery	40,138	99,500	13,500	(86,000)
Fund Balance	6,117,802	6,778,948	40,098,735	33,319,787
Departmental Transfer Adjustment	(1,149,913)	(1,663,289)	(1,506,600)	156,689
Revenue Total	41,796,500	55,221,998	89,121,635	33,899,637
OPERATING EXPENDITURES				
Salaries and Wages	13,877,401	15,763,987	17,218,960	1,454,973
Fringe Benefits	3,560,312	4,125,574	4,533,604	408,030
Overhead	384,216	508,541	652,541	144,000
Non-Personal Services	2,271,952	4,335,872	7,113,896	2,778,024
Materials and Supplies	1,414,101	1,848,769	2,143,873	295,104
Equipment	694,711	1,101,900	1,231,425	129,525
Debt Service	8,881,766	9,089,466	15,707,546	6,618,080
Services of Other Departments	5,967,737	5,243,212	7,263,914	2,020,702
Transfers Out	(2,587,338)	276,465	293,534	17,069
Budgetary Reserves	0	3,260,372	0	(3,260,372)
Operating Expenditure Total	34,464,858	45,554,158	56,159,293	10,605,135
PROJECT EXPENDITURES				
Facilities Maintenance	239,478	(494,324)	712,900	1,207,224
Cargo Fac Repair	115,332	90,000	90,000	0
Cargo Maintenance Dredging	1,083,569	2,061,220	2,570,000	508,780
China Basin Park Shoreline Stabal.	46,731	0	170,000	170,000
Conditions Survey	0	100,000	150,000	50,000
Crane Relocation	0	0	3,700,000	3,700,000
Dredged Material Upland Rehandle Study	0	65,000	800,000	735,000
Ferry Terminal Improvements	252,223	207,954	1,200,000	992,046
Ferry Terminal Public Pier	0	0	300,000	300,000
Fish Prep Bldg Relocation	0	0	400,000	400,000
Fisherman's Wharf J-10	0	319,410	763,500	444,090
Harbor Office	0	0	300,000	300,000
Illinois St Bridge Engineering	0	0	6,200,000	6,200,000
ISEquipment	0	0	1,535,000	1,535,000
Jones To Hyde St Sidewalk	0	0	250,000	250,000
Materials Testing	188	275,000	308,000	33,000
Pier 1 Furniture, Fixtures, & Equipment	247,526	2,375,885	922,600	(1,453,285)
Pier 1 Port Story Wall	0	0	50,000	50,000
Pier 28 Water Main Upgrade	0	0	283,550	283,550

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

				2000-2001 vs
	1999-2000	2000-2001	2001-2002	2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
PROJECT EXPENDITURES (CONTINUED)				
Pier 38 Apron Repair	0	0	440,000	440,000
Pier 43 Arch Substructure	0	(20,000)	200,000	220,000
Pier 45 Drainage Design	0	0	300,000	300,000
Pier 45 Sprinkler Design	0	0	100,000	100,000
Pier 45c Development Design	0	273,500	4,117,692	3,844,192
Pier 48 Improvements	0	0	1,400,000	1,400,000
Pier 52 Electrical Pole Relocation	0	0	200,000	200,000
Pier 70 Seismic Repair	0	0	150,000	150,000
Pier 80 Projects	512,570	567,000	51,850	(515,150)
Pier 9 Water Main	0	0	215,000	215,000
Pier 94 Wetlands Mitigation	0	0	300,000	300,000
Pier Repair	0	0	3,000,000	3,000,000
Planning Hyde Street Harbor/Pier 45	231,176	240,500	100,000	(140,500)
Port ADA Transition Plan	5,723	(80,000)	500,000	580,000
Pre Development Studies-Various	228,650	232,000	667,600	435,600
Replace Water Main Pier 26	0	0	181,650	181,650
Roundhouse HVAC	0	0	121,000	121,000
Taylor Street Roadway Improvement	0	0	212,000	212,000
Capital Improvement Projects	4,368,476	3,454,695	0	(3,454,695)
Project Expenditure Total	7,331,642	9,667,840	32,962,342	23,294,502
EXPENDITURE BY PROGRAM RECAP				
Port - Facilities & Operations	16,168,530	26,699,312	48,125,891	21,426,579
Port - Finance & Administration	17,476,045	19,587,630	29,399,483	9,811,853
Port - Maritime	1,276,385	1,476,189	1,577,187	100,998
Port - Planning & Development	1,420,203	1,970,047	2,008,045	37,998
Port - Real Estate & Asset Management	5,455,337	5,488,820	8,011,029	2,522,209
Expenditure By Program Recap Total	41,796,500	55,221,998	89,121,635	33,899,637

PUBLIC DEFENDER

Mission The mission of the Public Defender's Office is to deliver competent, effective and ethical legal representation to indigent persons accused of crimes and involved in conservatorship matters in San Francisco.

Services The Public Defender's Office provides constitutionally mandated representation to over 20,000 adult indigent clients and 1,000 juvenile clients each year; advises clients of their legal rights; and defends the client's legal rights under the U.S. and California Constitutions throughout criminal, juvenile and mental health proceedings and conservatorships. The Public Defender also provides representation for the City's drug court, domestic violence court and mentor court. The department makes available expungement services to individuals who wish to clear their criminal records or seek certificates of rehabilitation from the Governor. For more information, please call (415) 553-1671.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$12,261,350	\$13,044,709	\$12,714,432	(\$330,277)	(2.53%)
Total FTE	113.78	115.81	114.90	(0.91)	(0.79%)

Budget Issues and Details

Development Program for Attorneys

- The Public Defender's Office will initiate a program of development for attorneys at all levels. The formal program includes training for new attorneys, in-depth trial preparation for misdemeanor trial attorneys, skills training for felony attorneys, continuing education for all staff, and specialized training for attorneys representing juveniles. This development program will lead to better representation for the department's clients as well as improved job satisfaction for, and retention of, employees.

Representation of Juveniles

- As consequences for minors have become more serious, additional resources are being allocated to the Juvenile Division. More experienced attorneys are being as-

signed to the Youth Guidance Center (YGC) to represent minors, as most of them face felony charges.

The Public Defenders office also will be collaborating with Legal Services for Children to have a grant-funded attorney at YGC to assist the attorneys with educational issues affecting the disposition of juvenile cases.

The office will devote special resources to ensure that juvenile clients are appropriately placed in a timely fashion, providing our at-risk youth the full benefit of available services.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
CRIMINAL AND SPECIAL DEFENSE				
Provide alternatives to incarceration				
■ Number of clients participating in drug court	271	N/A	340	350
■ Number of clients participating in mentor court	72	N/A	80	90
Provide expungement services				
■ Number of clients provided expungement services to clear their criminal records or to seek certificates of rehabilitation from the Governor	150	300	500	550
Provide training to staff				
■ Number of training programs offered to attorneys and investigators	15	30	25	30
Represent defendants effectively				
■ Number of felony matters handled	8,604	9,000	8,500	8,600
■ Number of misdemeanor matters handled	9,203	9,000	8,700	8,800
■ Number of mental health clients represented	2,605	4,200	2,900	2,900
■ Number of juveniles represented	1,327	N/A	1,425	1,500

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	115.78	119.81	118.90	(0.91)
Non-Operating Positions (Funded by Capital/Other)	(2.00)	(4.00)	(4.00)	0.00
Net Operating Positions	113.78	115.81	114.90	(0.91)

REVENUES

Use of Money or Property	39,986	22,466	0	(22,466)
Intergovernmental Revenue - Federal	338,820	208,164	57,774	(150,390)
Expenditure Recovery	0	0	100,000	100,000
General Fund Support	11,882,544	12,814,079	12,556,658	(257,421)
Revenue Total	12,261,350	13,044,709	12,714,432	(330,277)

OPERATING EXPENDITURES

Salaries and Wages	8,438,648	9,142,232	9,060,664	(81,568)
Fringe Benefits	1,874,670	1,982,371	2,025,331	42,960
Non-Personal Services	1,309,687	1,257,465	1,341,182	83,717
Materials and Supplies	82,981	38,305	38,305	0
Equipment	211,420	187,126	71,782	(115,344)
Services of Other Departments	343,944	437,210	177,168	(260,042)
Operating Expenditure Total	12,261,350	13,044,709	12,714,432	(330,277)

EXPENDITURE BY PROGRAM RECAP

Criminal and Special Defense	11,922,530	12,836,545	12,656,658	(179,887)
Grant Services	338,820	208,164	57,774	(150,390)
Expenditure By Program Recap Total	12,261,350	13,044,709	12,714,432	(330,277)

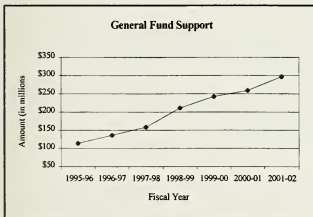
PUBLIC HEALTH

Mission The mission of the Department of Public Health (DPH) is to protect and promote the health of all San Franciscans.

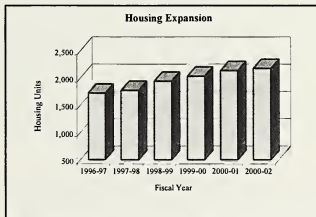
Services The services of the DPH include: (1) the Community Health Network (CHN) which operates the San Francisco General Hospital, Laguna Honda Hospital, 17 community clinics, and medical services to the county's jail population, and (2) Population Health and Prevention (PHP), which provides the traditional public health programs of disease control, substance abuse treatment and mental health services, environmental health safety promotion and regulation, and housing and homeless services.

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$806,922,415	\$892,839,929	\$970,224,058	\$77,384,129	8.68%
Total FTE	6,173.55	6,067.75	6,189.80	122.05	2.01%



General fund support for the DPH has increased dramatically during the last seven years from \$114 million in 1995-1996 to \$297 million for 2001-2002 an increase of over \$183 million. This increase represents City and County support to replace decreased federal and state revenues, as well as funding to allow the DPH to add new services.



Secure, affordable housing is fundamental to mental and physical health, and this chart illustrates the increased support for housing in DPH. In 2001-2002, DPH will provide 2,178 housing subsidies and units of transitional and permanent housing.

Budget Issues and Details

Universal Healthcare for Children

- In 2001-2002 the City will implement the next step in the Mayor's commitment to expanding health care coverage to uninsured residents by expanding coverage to children and youth. This program, which will be administered through the San Francisco Health Plan, will provide health insurance to approximately 4,000 uninsured children in San Francisco. The budget provides \$3 million or insurance for children in families with incomes within 300 percent of poverty.

Health Care Accountability Act

- The newly authorized Healthcare Accountability Ordinance requires businesses on city-owned property or with contracts with the City to do one of the following: (1) provide health insurance to their employees, (2) pay the City \$1.50/hour to offset the cost of providing health care to the uninsured through the Department of Public Health, or (3) participate in a newly created city health benefits program.

DPH must now establish a new health benefits program that will make insurance available for both workers covered under this ordinance and other uninsured city residents. The Mayor's budget estimates that 16,050 uninsured workers will benefit from this ordinance at a cost of \$4 million annually for the next three years.

Alternatives to Acute Care

- The 2001-2002 budget includes \$1.2 million for new or expanded programs that will create community-based and subacute services in order to reduce the use of emergency services, inpatient hospitalizations and hospital-based skilled nursing facilities. These programs include expanding the Early Discharge Program at Laguna Honda Hospital, developing a Medical High Utilizer Project and Emergency Department Overnight Observation Unit at SFGH, and expanding Social Work / Case Management services in Primary Care.

Increase Access to Care/Integration of Services

- The DPH budget includes \$2.4 million in new or expanded programs that increase access to care for San Franciscans most at risk. The budget contains \$1.2 million for increasing substance abuse treatment and HIV counseling.

An additional \$1.2 million will fund the expansion of the California Children's Services (CCS). The CCS program provides diagnostic and treatment services including dental care, medical case management, and physical and occupational therapy services to youth under 21 years of age with qualified CCS medical conditions.

Substance Abuse Treatment Crime Preventions Act (Prop 36) and Treatment on Demand

- In 2001-2002 an additional \$6.7 million in state revenues will be spent for the development of Proposition 36 services to drug and alcohol offenders. This program provides assessment for all clients referred by the courts, places the clients in appropriate treatment, and tracks and reports their progress.

DPH's 2001-2002 budget also includes \$900,000 for a full year of Treatment on Demand programs started in 2000-2001 and for an increase of 50 slots for Methadone/Day Treatment services. In addition, \$350,000 has been added to further expand Treatment on Demand services in the new budget year.

Mental Health Services

- Annualization and enhancement of the state-funded Homeless Mental Health Initiative increases funding by \$835,000 to provide outpatient, case management and supportive housing services to homeless mentally ill. Additionally, \$563,000 in funding has been provided to mental health supportive housing programs to prevent the loss of beds that would otherwise occur due to lost grant funds.
- The budget includes \$200,000 for mental health services to youth up to 21 years of age who are enrolled in the San Francisco Job Corps program. The program will expand community-based mental health services access to Treasure Island.

Increased Access to Services

- The San Francisco General Hospital budget will be increased by \$300,000 to expand mammography services capacity by 5,000 additional exams per year. The new services will be offered seven days per week and during some evening hours.
- An additional \$1.4 million has been added to San Francisco General Hospital's budget to increase emergency and trauma services, including expansion of the traumatic brain injury program for adults and children.
- The DPH budget includes an additional \$400,000 for the expansion of the Adult Immunization Clinic. The Adult Immunization Clinic will be significantly expanded to provide immunizations for Influenza, Hepatitis A & B, Meningococcal and other vaccines.
- The City will purchase over \$4.9 million in equipment for the health department next year, including new infant incubators, infant ventilators, mammography units, MRI machines and state-of-the art diagnostic and patient monitoring systems.

Capital Projects

- The DPH budget provides \$20 million for capital improvements and projects, including \$5 million for facility maintenance and capital projects for San Francisco

General Hospital and Laguna Honda Hospital, \$5 million for improvements to the Primary Care Community Health Centers and \$10 million for energy conservation improvements to DPH Facilities.

In addition, the budget allocates \$28.5 million in Tobacco Revenues to fund the first year costs of the Laguna Honda Replacement Project, consistent with the terms of Proposition A.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>

COMM HLTH - COMM SUPPORT - HOUSING

Increase placements into supportive housing programs to reduce readmissions into psychiatric acute care

■ Number of unduplicated clients served by Department housing and housing-related programs	1,724	2,003	2,040	3,025
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COMMUNITY HEALTH - DISEASE CONTROL/AIDS

Increase the number of HIV counseling and testing sessions

■ Percent increase in HIV counseling and testing sessions	N/A	N/A	N/A	15%
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COMMUNITY HEALTH - HEALTH EDUCATION

Improve the dental health of children in San Francisco

■ Number of children who receive dental screening, education, or sealants	N/A	N/A	N/A	5,000
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MENTAL HEALTH - CHILDREN'S PROGRAM

Increase the number of high-risk children served in mental health treatment settings

■ San Francisco residents under 19 years of age receiving services provided by Children's Mental Health Services (CMHS)	4,777	5,200	5,200	5,200
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MENTAL HEALTH - COMMUNITY CARE

Increase the number of indigent and unsponsored clients served

■ Number of uninsured indigent clients receiving mental health services	6,754	8,131	7,350	7,500
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SUBSTANCE ABUSE - COMMUNITY CARE

Increase the number of clients served in the substance abuse treatment system

■ Number of San Francisco residents receiving substance abuse services provided by Community Substance Abuse Services (CSAS)	14,875	15,447	15,152	15,709
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TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	1,311.90	1,300.53	1,423.66	123.13
Non-Operating Positions (Funded by Capital/Other)	(15.00)	(21.95)	(34.35)	(12.40)
Net Operating Positions	1,296.90	1,278.58	1,389.31	110.73

REVENUES

Local Taxes	324,468	0	0	0
Licenses and Fines	5,035,842	5,467,931	5,731,610	263,679
Use of Money or Property	468,185	172,572	88,853	(83,719)
Intergovernmental Revenue - Federal	57,076,327	66,095,459	56,677,836	(9,417,623)
Intergovernmental Revenue - State	156,785,366	148,279,005	173,216,112	24,937,107
Charges For Services	13,341,730	17,545,561	16,517,755	(1,027,806)
Other Revenues	235,225	425,899	1,658,406	1,232,507
Transfers In	63,906,385	98,224,658	98,224,658	0
Expenditure Recovery	12,119,479	13,408,676	12,939,715	(468,961)
Fund Balance	0	158	0	(158)
Departmental Transfer Adjustment	(105,135,603)	(98,309,137)	(98,224,658)	84,479
Other Funding Sources	3,327,179	0	0	0
General Fund Support	81,480,959	98,106,757	104,181,909	6,075,152
Revenue Total	288,965,542	349,417,539	371,012,196	21,594,657

OPERATING EXPENDITURES

Salaries and Wages	69,944,432	76,891,695	84,445,813	7,554,118
Fringe Benefits	16,313,675	17,874,581	19,947,673	2,073,092
Overhead	2,057,934	1,808,190	2,120,034	311,844
Non-Personal Services	259,253,008	312,943,315	313,930,426	987,111
Materials and Supplies	5,340,493	5,936,673	5,660,318	(276,355)
Equipment	319,987	564,679	715,384	150,705
Services of Other Departments	18,881,298	17,108,990	19,526,238	2,417,248
Transfers Out	1,908,792	0	0	0
Budgetary Reserves	0	2	0	(2)
Departmental Transfer Adjustment	(98,224,658)	(98,224,658)	(98,224,658)	0
Operating Expenditure Total	275,794,961	334,903,467	348,121,228	13,217,761

PROJECT EXPENDITURES

Facilities Maintenance	38,008	100,000	120,000	20,000
AB286 - Statham	129,230	150,134	153,212	3,078
County Hospital	0	422,281	418,179	(4,102)
DPH MISProject	11,570,546	11,407,567	12,126,220	718,653
DUI - First Offender Program	65,194	111,945	111,945	0
Emergency Medical Services	436,231	507,987	507,987	0
Non County Hospital	123,236	152,543	150,435	(2,108)
Non County Hospital Forward Access	135,298	152,963	150,435	(2,528)
Other County Health Services	63,883	159,266	58,223	(101,043)
Physician Services (EMS)	212,988	120,528	1,191,009	1,070,481
Physician Services - New Contracts	195,661	111,030	111,030	0
Prop 36 Funds	0	0	6,671,376	6,671,376

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

				2000-2001 vs
	1999-2000	2000-2001	2001-2002	2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
PROJECT EXPENDITURES (CONTINUED)				
Tobacco Settlement Project	0	1,000,000	1,000,000	0
Vital & Health Statistics	118,979	117,828	120,917	3,089
Capital Improvement Projects	81,327	0	0	0
Project Expenditure Total	13,170,581	14,514,072	22,890,968	8,376,896

EXPENDITURE BY PROGRAM RECAP

Central Administration	81,844,360	116,232,496	117,211,618	979,122
Children's Baseline	20,553,579	24,496,568	25,060,437	563,869
Children's Fund Programs	324,468	0	0	0
Comm Hlth - Administration	8,934,163	10,741,534	11,621,856	880,322
Comm Hlth - Comm Support - Housing	4,587,594	6,211,135	8,410,406	2,199,271
Comm Hlth - Community Support - EAP	486,344	188,588	563,076	374,488
Comm Hlth - Prevention - AIDS	25,752,602	64,037,697	64,917,367	879,670
Community Health - EMSA	1,793,195	1,633,886	1,772,760	138,874
Community Health - OSH	1,182,670	1,369,922	1,297,255	(72,667)
Community Health - BEHM	12,389,160	10,120,875	10,765,147	644,272
Community Health - Disease Control/AIDS	52,917,144	18,636,792	18,535,172	(101,620)
Community Health - Health Education	2,162,546	4,376,161	4,276,883	(99,278)
Community Health - Maternal & Child Hlth	9,031,472	10,826,564	11,795,126	968,562
Mental Health - Acute Care	5,448,919	5,689,412	5,228,159	(461,253)
Mental Health - Children's Program	5,981,111	11,875,276	10,731,855	(1,143,421)
Mental Health - Community Care	84,963,031	91,277,880	97,311,825	6,033,945
Mental Health - Community Support	2,133,029	2,667,410	2,755,044	87,634
Mental Health - Early Intervention	155,833	155,833	162,988	7,155
Mental Health - Emergency Care	810,338	1,100,824	1,137,403	36,579
Mental Health - Long Term Care	13,216,495	13,325,662	13,469,741	144,079
Non-children's Fund Programs	0	335,581	351,972	16,391
Substance Abuse	1,279,826	1,221,227	1,232,561	11,334
Substance Abuse - Acute Care	1,860,089	2,623,090	2,623,090	0
Substance Abuse - Community Care	46,015,314	45,163,884	54,671,213	9,507,329
Substance Abuse - Community Support	2,219,941	1,380,282	1,380,282	0
Substance Abuse - Early Intervention	1,146,977	1,953,618	1,953,618	0
Departmental Transfer Adjustment	(98,224,658)	(98,224,658)	(98,224,658)	0
Expenditure By Program Recap Total	288,965,542	349,417,539	371,012,196	21,594,657

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
FORENSIC SERVICES - MEDICAL				
Provide health services to inmates of San Francisco jails				
■ Number of jail health screenings	30,530	30,000	30,000	30,000
LAGUNA HONDA - LONG TERM CARE				
Provide long-term care services				
■ Number of long-term patient days at Laguna Honda	388,360	386,280	385,786	386,280
LAGUNA HONDA HOSP - ACUTE CARE				
Provide acute care services				
■ Number of acute care patient days at Laguna Honda	2,049	2,456	1,751	2,456
PRIMARY CARE - AMBU CARE - HEALTH CNTRS				
Increase access to Primary Care Services by reducing the number of days for availability of new patient appointments				
■ New patient appointment: number of days from call to first available appointment	N/A	N/A	N/A	30
Increase Pap smear screening of high risk women				
■ Percent increase in pap smear screenings	N/A	N/A	N/A	10%
Increase reimbursement for targeted case management				
■ Percentage of targeted case management claims disallowed	52%	20%	20%	20%
SFGH - ACUTE CARE - HOSPITAL				
Provide appropriate hospital care				
■ Number of hospital inpatient days at San Francisco General Hospital	159,002	156,950	158,891	156,950
Reduce need for hospital treatment of intravenous drug related infections				
■ Number of emergency room visits due to intravenous drug related infections	2,856	1,597	2,142	2,142
■ Number of hospital days due to intravenous drug related infections	8,596	10,661	6,876	6,876
■ Number of operating room procedures for intravenous drug related infections	N/A	N/A	565	565

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	4,876.65	4,790.67	4,802.49	11.82
Non-Operating Positions (Funded by Capital/Other)	0.00	(1.50)	(2.00)	(0.50)
Net Operating Positions	4,876.65	4,789.17	4,800.49	11.32
REVENUES				
Local Taxes	39,100	0	0	0
Use of Money or Property	726,976	0	0	0
Intergovernmental Revenue - Federal	716,858	1,325,578	639,035	(686,543)
Intergovernmental Revenue - State	64,022,483	69,489,131	69,589,177	100,046
Charges For Services	336,297,057	390,686,906	392,491,101	1,804,195
Other Revenues	6,817,994	3,940,483	4,177,141	236,658
Transfers In	7,380,594	84,479	0	(84,479)
Expenditure Recovery	8,372,108	7,815,222	7,306,058	(509,164)
Fund Balance	0	6,876,502	29,646,297	22,769,795
Departmental Transfer Adjustment	(63,914,481)	(98,234,276)	(98,224,658)	9,618
General Fund Support	157,498,184	161,438,365	193,587,711	32,149,346
Revenue Total	517,956,873	543,422,390	599,211,862	55,789,472

OPERATING EXPENDITURES

Salaries and Wages	279,787,651	284,119,490	304,029,984	19,910,494
Fringe Benefits	67,819,519	66,524,939	74,078,677	7,553,738
Non-Personal Services	95,920,775	110,053,304	100,138,353	(9,914,951)
Materials and Supplies	49,905,061	48,879,747	50,799,486	1,919,739
Equipment	1,545,381	3,985,351	3,880,930	(104,421)
Services of Other Departments	20,760,232	21,529,710	25,334,135	3,804,425
Transfers Out	335,000	0	0	0
Operating Expenditure Total	516,073,619	535,092,541	558,261,565	23,169,024

PROJECT EXPENDITURES

Facilities Maintenance	1,762,611	2,606,511	2,387,000	(219,511)
Child Health Initiative	0	0	3,000,000	3,000,000
Dialysis Consolidation/Close Observation	0	0	75,000	75,000
DPH Seismic Safety Planning	0	200,000	1,000,000	800,000
JCAHO Lifesafety Corrections	0	0	650,000	650,000
Laguna Honda Hospital Improvement	0	3,684,956	28,546,297	24,861,341
Neighborhood Clinic Improvements	0	250,000	5,000,000	4,750,000
SB1953-2002 Corrections	0	0	100,000	100,000
SFGH Psych Ward Finish Upgrades	0	150,000	132,000	(18,000)
Ward 5d Nursing Station Ergo Reconstruct	0	0	60,000	60,000
Capital Improvement Projects	120,643	1,438,382	0	(1,438,382)
Project Expenditure Total	1,883,254	8,329,849	40,950,297	32,620,448

EXPENDITURE BY PROGRAM RECAP

Children's Baseline	13,064,435	12,431,706	16,003,321	3,571,615
Forensics - Ambulatory Care	22,990,752	22,084,599	23,683,646	1,599,047

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
Health At Home	3,683,368	4,608,221	5,016,930	408,709
Laguna Honda - Long Term Care	124,377,063	129,576,676	164,597,275	35,020,599
Laguna Honda Hosp - Acute Care	1,599,490	1,677,671	1,754,115	76,444
Laguna Honda Hosp - Comm Support Care	915,791	1,032,137	1,085,569	53,432
Primary Care - Ambu Care - Health Cntrs	34,886,568	36,654,373	41,891,731	5,237,358
Primary Care - Comm Supp - IHSS	694,285	747,698	785,083	37,385
SFGH - Acute Care - Forensics	1,774,104	2,088,670	2,188,430	99,760
SFGH - Acute Care - Hospital	246,549,489	267,838,830	275,566,418	7,727,588
SFGH - Acute Care - Psychiatry	27,017,739	24,297,419	24,142,854	(154,565)
SFGH - Ambu Care - Adult Med Hlth Cntr	4,340,395	3,096,796	3,363,057	266,261
SFGH - Ambu Care - Family Health Center	2,882,462	1,905,541	1,991,915	86,374
SFGH - Ambu Care - Methadone Clinic	981,367	1,644,929	1,695,192	50,263
SFGH - Ambu Care - Occupational Health	1,384,577	1,651,380	1,717,739	66,359
SFGH - Ambu Care - Women's Health Center	3,417,543	2,303,712	2,129,583	(174,129)
SFGH - Emergency - Emergency	12,456,343	11,362,209	12,423,296	1,061,087
SFGH - Emergency - Psychiatric Services	4,197,943	4,228,456	4,377,468	149,012
SFGH - Long Term Care - RF Psychiatry	10,743,159	14,191,367	14,798,240	606,873
Expenditure By Program Recap Total	517,956,873	543,422,390	599,211,862	55,789,472

PUBLIC LIBRARY

Mission

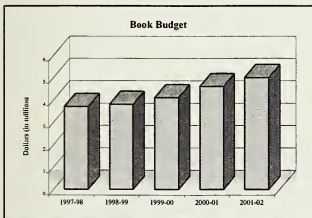
The mission of the San Francisco Public Library is to provide free and equal access to information, independent learning services and the City's extensive collection of books and materials.

Services

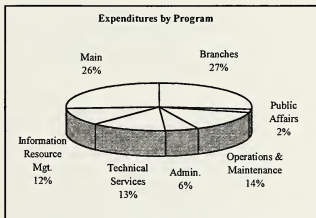
Main library, 26 branch libraries, children's reading programs and bookmobile, Friends for Life Outreach Project, Library on Wheels, Project Read, and Youth Guidance Center Collaborative. For more information about these services, please call (415) 557-4400.

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$46,613,811	\$50,248,055	\$75,886,626	\$25,638,571	51.02%
Total FTE	594.06	599.04	614.41	15.37	2.57%



The annual book budget has increased over \$1.3 million, 36 percent, since 1997.



This chart illustrates the distribution of the Public Library's proposed expenditures for 2001-2002 by program.

Budget Issues and Details

Improving and Maintaining Library Facilities

- In November 2000, voters passed Proposition A, the Branch Library Improvement Bond measure. The bond program authorizes the sale of \$105,865,000 in General Obligation Bonds to renovate nineteen branch libraries including upgrades for earthquake safety and disability access, interior renovations, and some facility ex-

pansions. In 2001-2002, a bond sale of \$17.6 million will fund planning for seven branches. These funds will also cover the costs of acquiring sites for the four branch libraries that are currently in leased space. No construction funds have been allocated to the first year of this capital project.

Increasing Library Services

- In 2001-2002, the Library will increase funding for the acquisition of books and materials by \$400,000, for a total budget for books and materials of \$5,080,000. When combined with increases of \$856,000 in the two previous fiscal years, the Library will have increased the book budget by 32.8 percent in three years.
- The Library will continue to work on reducing the number of books and materials never returned. Approximately 25,000 items valued at approximately \$500,000 per year are borrowed and never returned. Between June 1, 2000 and June 15, 2000, the Library will offer a fine and fee amnesty program to encourage patrons to return overdue books and materials. Patrons who return overdue books and materials during this period will have related late fines and fees waived. The amnesty program is the first step in an increased effort to recover materials that are long overdue. To further encourage patrons to return overdue materials, the Library has increased from one to three the late notices it sends to patrons. The Library is hopeful that increasing the number of late notices will remind and encourage more patrons to return overdue materials.
- The Library will enhance security at branch library facilities by adding three security officers to specifically serve branch libraries and purchasing \$124,000 in security equipment, including alarms, improved lighting, cameras, monitors, and fencing for branch libraries.

Upgrading Technology Across the Library System

- The Library's strategic plan, developed through a public process in 1999, calls for improving patrons' electronic access to library resources. The Library is often the only public facility in a neighborhood to provide computer and Internet services, particularly in low-income neighborhoods. In 2001-2002 the Library will continue to increase public access to personal computers, on-line databases, and the Internet.
- In 2001-2002, the Library's budget includes over \$1 million to continue upgrading its technology infrastructure. This includes connecting all branches to the Library's wide-area network so they have equal access to on-line resources, and upgrading the Main Library's telecommunication infrastructure. Of these funds over \$600,000 are allocated to begin replacing the telephone system for all branch libraries.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
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AUTOMATION

Provide quality computer resources for the public

■ Percentage of San Franciscans who rate the quality of the library's computer resources as good or very good	58%	75%	58%	62%
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BRANCH PROGRAM

Ensure customer satisfaction with services and programs of the main and branch libraries

■ Number of reference questions answered annually in all facilities	1,176,675	N/A	1,041,000	1,000,000
■ Percentage of library users who rate their satisfaction with library assistance and services as satisfactory or very satisfactory	89%	90%	91%	90%
■ Percentage of San Franciscans who rate the quality of assistance from staff as good or very good	73%	75%	77%	80%

Meet citizens' needs in quantity, quality and availability of library collections

■ Circulation of materials	5,166,843	5,250,000	5,136,168	5,500,000
■ In-library use of materials	3,646,348	3,700,000	3,275,666	3,600,000

Provide convenient hours of operation at the main and branch libraries

■ Average number of hours of operation per week per library facility type	1,172	1,172	1,172	1,172
■ Number of persons entering facilities	5,634,661	N/A	5,843,508	5,900,000
■ Percentage of San Franciscans who rate the convenience of library hours as good or very good	61%	65%	65%	65%

CHILDREN'S BASELINE

Provide high quality programs for children and youth

■ Number of programs provided	3,293	3,000	2,500	3,000
■ Number of children and youth who attend library programs	110,240	N/A	97,700	100,000
■ Percentage of San Franciscans who rate the quality of the library's children's programs and activities as good or very good	67%	80%	64%	70%

Support education of children and youth through instruction on library resources and how to use them

■ Number of instructional visits or programs for school classes	7,099	7,000	7,000	7,100
■ Number of children and teens receiving instruction via school visits or library visits	95,171	N/A	90,000	95,000

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
INFORMATION AND RESOURCE MANAGEMENT				
Provide high quality collections and resources				
■ Percentage of San Franciscans who rate the quality of the library's collection as good or very good	67%	75%	69%	75%
■ Percentage of library users who rate their satisfaction with the availability of library materials as satisfactory or very satisfactory	66%	75%	75%	77%
Provide quality computer resources				
■ Number of database searches conducted by staff and public	391,271	425,000	606,226	800,000
TECHNICAL SERVICES				
Acquire, prepare and maintain library materials for public use				
■ Number of new materials made available to the public	155,143	N/A	160,000	170,000
■ Number of library materials that are repaired, bound, preserved, and returned to the public	28,696	N/A	27,000	28,700

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	594.06	599.04	614.41	15.37
Net Operating Positions	594.06	599.04	614.41	15.37
REVENUES				
Local Taxes	17,532,238	18,294,320	19,619,148	1,324,828
Use of Money or Property	393,674	177,964	178,243	279
Intergovernmental Revenue - Federal	4,689	0	0	0
Intergovernmental Revenue - State	1,523,761	1,825,510	1,558,541	(266,969)
Charges For Services	568,756	495,200	606,739	111,539
Other Revenues	149,367	147,878	17,945,903	17,798,025
Expenditure Recovery	0	471,714	472,237	523
Fund Balance	946,308	1,961,912	5,551,028	3,589,116
General Fund Support	25,495,018	26,873,557	29,954,787	3,081,230
Revenue Total	46,613,811	50,248,055	75,886,626	25,638,571
OPERATING EXPENDITURES				
Salaries and Wages	27,353,624	30,085,014	31,934,568	1,849,554
Fringe Benefits	6,465,005	7,420,732	8,025,793	605,061
Overhead	3,640	12,315	0	(12,315)
Non-Personal Services	1,914,544	2,466,559	2,280,449	(186,110)
Materials and Supplies	4,852,971	6,744,757	6,190,642	(554,115)
Equipment	1,860,170	684,310	979,637	295,327
Services of Other Departments	1,719,029	1,844,368	2,186,167	341,799
Transfers Out	1,952,309	0	0	0
Operating Expenditure Total	46,121,292	49,258,055	51,597,256	2,339,201
PROJECT EXPENDITURES				
Facilities Maintenance	334,287	240,000	240,000	0
1988 Public Library Impvt Fund	0	0	3,151,028	3,151,028
Branch Library Improvements	0	0	20,254,903	20,254,903
Replace Branch Library Phone System	0	0	643,439	643,439
Capital Improvement Projects	158,232	750,000	0	(750,000)
Project Expenditure Total	492,519	990,000	24,289,370	23,299,370
EXPENDITURE BY PROGRAM RECAP				
Automation	3,322,174	2,296,936	2,501,486	204,550
Branch Program	9,327,481	11,458,316	32,925,898	21,467,582
Children's Baseline	4,276,593	5,227,454	5,603,027	375,573
Children's Fund Programs	371,165	0	0	0
Community Arts & Education	27,570	310,718	0	(310,718)
Information and Resource Management	4,055,069	5,649,666	5,011,383	(638,283)
Library Administration	4,018,885	2,458,618	2,689,922	231,304
Main Program	10,084,051	11,282,099	15,252,647	3,970,548
Non-children's Fund Programs	0	434,214	452,237	18,023
Operations and Maintenance	7,022,868	6,843,760	6,811,013	(32,747)

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
Public Affairs	775,976	894,149	993,235	99,086
Technical Services	3,331,979	3,392,125	3,645,778	253,653
Expenditure By Program Recap Total	46,613,811	50,248,055	75,886,626	25,638,571

PUBLIC UTILITIES COMMISSION

Mission The mission of the Public Utilities Commission (PUC) is to serve San Francisco and its Bay Area customers with reliable, high-quality and affordable water while maximizing benefits from power operations; to protect public health and the aquatic environment by providing safe, reliable, and efficient collection, treatment, and disposal of San Francisco's wastewater; and to conduct business affairs in a manner that promotes efficiency, minimizes waste, and assures rate payer confidence.

Services Present the commission's programs and policies to the public; obtain community input; provide administrative and engineering services to Hetch Hetchy and the Water and Clean Water departments; and provide prompt attention and response to citizens concerns. For additional information about the department's programs and services, please call (415) 554-3160.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$92,936,582	\$63,085,978	\$82,414,103	\$19,328,125	30.64%
Total FTE	412.96	429.50	442.43	12.93	3.01%

Budget Issues and Details

Drinking Water Lead-Reduction Program

- Lead is a toxic metal that is regulated by the national Safe Drinking Water Act's Lead and Copper Rule. Though San Francisco currently meets all SDWA standards and its water mains have no detectable lead, lead may leach into tap water from brass or bronze plumbing fittings, lead plumbing components, water meters, household pipe leaded solder, and household faucets.
- The PUC has historically taken proactive lead-mitigation measures beyond what is required by state or federal regulations. In a continuation of the department's ongoing efforts to reduce water lead levels, \$350,000 is allocated in the 2001-2002 budget to purchase and install unleaded water meters at designated locations. Special focus will be given to childcare centers, schools, recreation centers and low-income housing. Using unleaded water meters will even further decrease tap water lead content.

Customer Contact Center

- To improve customer service, the department has created a "one stop shop" for customers, staffed by professional and knowledgeable Customer Service Representatives who are responsible for each customer contact from initial encounter through resolution.

- Currently the PUC's Customer Service Bureau (CSB) is divided into multiple sections: a Customer Accounts section, a New Installation section, and a Water Conservation Division. Formerly, a customer with a question about billing and water conservation would speak to two separate service representatives in two separate sections. After a successful pilot program last year, \$442,273 has been appropriated in the 2001-2002 budget to consolidate the entire CSB staff into a single unit. Staff of each section will be trained in all the functions of the CSB so that they can respond to the majority of customer questions. This streamlining will allow customers to make a single call and receive the account information and assistance they need without being transferred. The effect will be increased customer satisfaction and faster turnaround time on customer inquiries.

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PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
CUSTOMER SERVICES				
Minimize or eliminate the number of customer calls transferred within the bureau				
■ Percentage of calls received that are transferred within the bureau	9%	5%	5%	3%
Promote water conservation				
■ Number of standard toilets that are replaced with water efficient toilets through the toilet rebate and sales program	9,860	10,000	6,000	6,000
■ Number of standard clothes washers that are replaced with water efficient horizontal axis washers through the rebate program	172	1,000	100	500

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	671.69	713.98	723.91	9.93
Non-Operating Positions (Funded by Capital/Other)	(258.73)	(284.48)	(281.48)	3.00
Net Operating Positions	412.96	429.50	442.43	12.93
REVENUES				
Other Revenues	207,856	104,795	0	(104,795)
Expenditure Recovery	60,843,406	62,981,183	63,807,083	825,900
Departmental Transfer Adjustment	0	0	18,607,020	18,607,020
Other Funding Sources	31,885,320	0	0	0
Revenue Total	92,936,582	63,085,978	82,414,103	19,328,125
OPERATING EXPENDITURES				
Salaries and Wages	28,021,680	44,645,307	46,997,268	2,351,961
Fringe Benefits	6,676,461	9,460,437	10,119,277	658,840
Overhead	1,323,845	1,086,020	918,051	(167,969)
Non-Personal Services	9,530,405	12,326,561	9,876,933	(2,449,628)
Materials and Supplies	3,434,371	3,574,067	3,183,532	(390,535)
Equipment	1,652,753	1,321,988	951,023	(370,965)
Services of Other Departments	9,533,496	6,946,229	7,435,505	489,276
Operating Expenditure Total	60,173,011	79,360,609	79,481,589	120,980
PROJECT EXPENDITURES				
Special Utility Operation	670,404	868,514	2,932,514	2,064,000
Capital Improvement Projects	32,093,167	(17,143,145)	0	17,143,145
Project Expenditure Total	32,763,571	(16,274,631)	2,932,514	19,207,145
EXPENDITURE BY PROGRAM RECAP				
Customer Services	9,288,095	9,456,638	9,514,623	57,985
Environmental Regulation and Management	5,204,118	782,976	5,718,495	4,935,519
Hetch Hetchy Capital Projects	7,185,138	0	0	0
PUC Engineering	12,427,167	22,933,129	22,665,729	(267,400)
PUC Finance	3,772,239	4,740,998	5,499,979	758,981
PUC General Management	8,838,462	6,314,523	9,360,178	3,045,655
PUC Land Management	768,436	0	983,297	983,297
PUC Management Information	6,651,902	8,528,877	8,169,845	(359,032)
PUC Personnel	3,049,249	3,792,355	3,733,621	(58,734)
PUC System Planning/Regulatory Control	1,738,856	2,040,874	1,897,458	(143,416)
PUC-long Range Planning & Policy	0	0	788,007	788,007
Water Capital Projects	20,325,791	(308,435)	0	308,435
Water Facilities Maintenance Projects	461,544	323,137	0	(323,137)
Water Pollution Control	173,646	0	0	0
Water Programmatic Projects	346,971	2,056,000	0	(2,056,000)
Water Quality	12,704,968	2,424,906	14,082,871	11,657,965
Expenditure By Program Recap Total	92,936,582	63,085,978	82,414,103	19,328,125

PUBLIC UTILITIES COMMISSION – CLEAN WATER

Mission

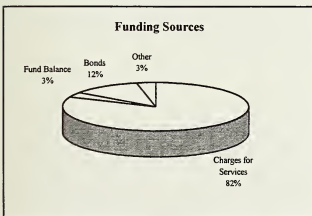
The mission of the Clean Water Department is to efficiently operate and maintain the city's water pollution control plants, collection system, and pump stations, while meeting or exceeding state and federal discharge standards and minimizing impact on San Francisco neighborhoods.

Services

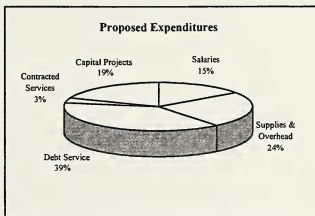
Clean Water operates, cleans, and maintains 900 miles of city sewers and responds to service calls from the public for sewer related problems. It operates 17 pump stations and three wastewater treatment plants, and oversees the Southeast Community and Earl P. Mills facilities, which provide social services for area residents. For additional information please call (415) 648-6882.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$165,948,318	\$167,944,286	\$181,241,942	\$13,297,656	7.92%
Total FTE	361.97	349.68	342.67	(7.01)	(2.00%)



The above chart shows the primary funding sources for the Clean Water Department. Approximately \$147.6 million (82 percent) is derived from sewer fees.



This chart shows total proposed expenditures for 2001–2002. The department will spend \$34.6 million (19 percent) of its total budget on capital projects and equipment. This is an increase of \$6.7 million (20 percent) over last year.

Budget Issues and Details

Increase in Capital Projects Funding

- The 2001–2002 budget allocates \$34.7 million for new capital projects and equipment. This is an increase of \$6.7 million (20 percent) over last year. New projects

for next year include initial design to replace wastewater digesters at the Southeast Treatment Facility and pumps at the North Point pump station. Both pieces of equipment are over 50 years old and well past their expected service life. Replacement with modern units will provide significant reductions in power consumption, reduced maintenance costs, an improved workplace environment, and reduced odor impacts

Third Street Light Rail

- Clean Water will continue to work with Public Works and Muni on the construction of the Third Street Light Rail. The new rail line will be constructed in the center of the street to minimize impact on traffic flow. Currently the sewer line serving that corridor runs along the center of Third Street. Clean Water will be moving the sewer and creating dual sewer lines on each side of the track. The purpose of the dual lines is to minimize maintenance costs and allow customers to make new connections to the main sewer line without disturbing the tracks. The department will be replacing 19,000 linear feet of sewer line and placing 26,000 linear feet of new sewer line.

Coordinated Permitting

- The department has been working together with Building Inspection and Public Works to develop coordinated building permitting procedures for new sewer connections. Oftentimes when a building contractor is constructing a new structure or addition, the sewer connection may not be given consideration until the end of the project, which is too late to make corrections. The new process, starting this Fall, will require Clean Water to sign off on all permits issued by Building Inspection and Public Works, preventing costly rebuilds and mitigations.

Ensuring the Purity of Lobos Creek

- Lobos Creek, administered by the Golden Gate National Recreation Area (GGNRA), is one of last flowing streams in San Francisco. A permitted source of potable water, the creek supplies drinking water to the residents of the Presidio. GGNRA has been working in coordination with Clean Water, Recreation and Park and Public Works to develop protocols to ensure the purity and potability of the creek's water. Part of Clean Water's responsibilities will be increased frequency of water testing and visual inspections of sewer pipelines near the creek to detect and prevent leakages. Additional measures in the future may include lining sewers with thermo-setting resin, which is a highly durable coating that seals cracks and joints, decreasing the risk of leakages and stabilizing pipelines.

PERFORMANCE MEASURES

1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
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WATER POLLUTION CONTROL

Limit the number of National Pollution Discharge Elimination System (NPDES) permit effluent violations

■ Number of NPDES permit effluent violations in dry weather	0	1	0	1
■ Number of NPDES permit effluent violations in wet weather	1	2	0	2

To respond to customer calls regarding sewers in a timely manner

■ Percentage of complaints receiving a visit by a sewer operations worker within eight hours of receipt	95%	95%	95%	95%
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TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	373.97	362.18	355.17	(7.01)
Non-Operating Positions (Funded by Capital/Other)	(12.00)	(12.50)	(12.50)	0.00
Net Operating Positions	361.97	349.68	342.67	(7.01)

REVENUES

Licenses and Fines	1,362	0	0	0
Use of Money or Property	7,856,819	5,412,000	5,643,000	231,000
Intergovernmental Revenue - Federal	222,297	0	0	0
Intergovernmental Revenue - State	129,593	972,091	0	(972,091)
Charges For Services	145,505,632	145,242,175	147,666,000	2,423,825
Other Revenues	32,727,562	0	0	0
Expenditure Recovery	712,426	588,000	5,025,620	4,437,620
Fund Balance	20,134,932	15,527,907	30,263,986	14,736,079
Departmental Transfer Adjustment	0	0	(7,662,924)	(7,662,924)
Other Funding Sources	(41,498,936)	0	0	0
General Fund Support	156,631	202,113	306,260	104,147
Revenue Total	165,948,318	167,944,286	181,241,942	13,297,656

OPERATING EXPENDITURES

Salaries and Wages	20,462,461	21,872,232	22,191,755	319,523
Fringe Benefits	4,953,870	5,232,215	5,418,002	185,787
Overhead	1,786,718	2,046,455	1,961,565	(84,890)
Non-Personal Services	5,935,871	6,577,205	6,447,374	(129,831)
Materials and Supplies	5,566,040	6,247,142	6,039,349	(207,793)
Equipment	340,394	862,034	851,178	(10,856)
Debt Service	65,305,331	65,396,146	69,050,606	3,654,460
Services of Other Departments	31,311,437	29,178,059	34,632,113	5,454,054
Operating Expenditure Total	135,662,122	137,411,488	146,591,942	9,180,454

PROJECT EXPENDITURES

Collection System Improvements	3,341,088	4,379,819	3,150,000	(1,229,819)
Program Management	0	0	1,500,000	1,500,000
Repair and Replacement	6,916,178	9,665,949	10,000,000	334,051
SE Plant Dewatering Facilities Equipment	2,811,402	4,644,693	20,000,000	15,355,307
Capital Improvement Projects	17,217,528	11,842,337	0	(11,842,337)
Project Expenditure Total	30,286,196	30,532,798	34,650,000	4,117,202

EXPENDITURE BY PROGRAM RECAP

Water Pollution Control	165,948,318	167,944,286	181,241,942	13,297,656
Expenditure By Program Recap Total	165,948,318	167,944,286	181,241,942	13,297,656

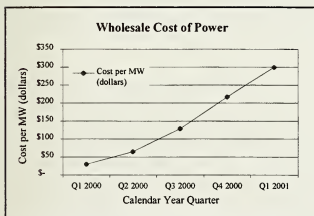
PUBLIC UTILITIES COMMISSION – HETCH HETCHY

Mission The mission of Hetch Hetchy is to provide reliable, high quality water and electric power on behalf of the city and other customers, protect watershed in cooperation with federal agencies, and provide energy conservation and renewable resource solutions to city departments. For more information on the department's services call (415) 554-0794.

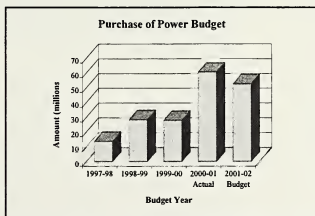
Services Operate and maintain transmission and generation facilities, buy and sell electric power on behalf of the city and other customers, protect watershed in cooperation with federal agencies, and provide energy conservation and renewable resource solutions to city departments. For more information on the department's services call (415) 554-0794.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$106,732,092	\$121,635,093	\$137,387,211	\$15,752,118	12.95%
Total FTE	163.83	178.61	190.08	11.47	6.42%



The above chart shows the average price of wholesale power per megawatt over the last six quarters.



The above chart shows Hetch Hetchy's purchase of power budget over the last six years. Also shown are 2000-2001 actuals and 2001-2002 budget.

Budget Issues and Details

Wholesale Power Purchases

- Over the last year the California wholesale power market was extremely volatile. Prior to May 2000, average prices in the daily market typically ranged from \$20-\$40 per megawatt (MW). Since then, prices paid by Hetch Hetchy fluctuated from

a low of \$80 to a high of \$800 per MW, averaging about \$300. This price volatility has been attributed principally to shortages in both natural gas and electric supplies, following California's attempt to deregulate the wholesale power market.

- These, extraordinarily high prices forced Hetch Hetchy to appropriate an additional \$25.4 million to cover a shortfall in the department's \$17.6 million purchase of power budget. Actual power purchase expenditures totaling \$37.6 million were incurred as of April 30, 2001. Power purchases would have been significantly higher, except for returns of banked energy and higher than normal generation during Summer 2000.
- In recognition of the events of 2001, and given the continued projections of high power prices and California power supply shortages, Hetch Hetchy has increased its 2001-2002 purchase of power budget to \$51 million.

Long Term Purchase of Power Contract

- One way that Hetch Hetchy plans to meet its budgetary obligations is a new power purchase contract. In the past Hetch Hetchy has purchased power on the short-term market to cover the difference between its production and its obligation. The short-term market is the most volatile part of the power market, and with the current market uncertainty this strategy places Hetch Hetchy at a serious financial risk. To address this problem, Hetch Hetchy has entered into a long-term purchase of power agreement with Calpine Energy Services to purchase 50 MW of power per day for five years at an average price of \$80 per MW. This represents 24 percent of the City's average daily obligation. This contract substantially reduces the City's risk exposure to volatility in the wholesale power market.
- Calpine is a green power generator, which uses alternative generation methods such as geothermal power, which is a renewable, clean, non-polluting power source. Calpine runs the Geysers Known Geothermal Resource Area, which generates 1,000 MWs of clean power a day, or enough to power 2,000 homes. Calpine will be using its new Sutter power facility to provide power to San Francisco. Sutter was built using super-efficient gas turbines, which pollute less and yield more generation per therm of natural gas than conventional steam turbines. Compared to the steam turbines at the Hunters Point and Potrero power plants, the gas turbines at Sutter reduce emissions by 90 percent and use 50 percent less fuel.

Mayor's Energy Conservation Account (MECA)

- The effects of the California power crisis have been felt on every level, and the City of San Francisco has been no exception. Both Hetch Hetchy and Light, Heat and Power were required to request multi-million dollar supplemental appropriations to cover budget shortages for power and gas. In response to the energy crisis, in January 2001 the Mayor issued a directive to all city department to achieve 15 percent power conservation by June 1, 2001.

- Other projects that MECA will fund include replacing heating, ventilation, air conditioning and lighting at San Francisco General Hospital and all Public Health satellite health centers. Old fans will be replaced with variable speed fans, chillers from 20 years ago will be replaced with new energy efficient chillers, incandescent and T12 florescent lights will be replaced with T8 florescent lights. Also funded is the replacement of General Hospital's 1930's-era steam turbine backup generator with a modern diesel generator, which will save an estimated \$1.9 million per year.
- To spearhead the Mayor's 15 percent conservation effort, a new program was created called the Mayor's Energy Conservation Account (MECA). Capitalized at \$15 million and administered by Hetch Hetchy, MECA will fund and manage conservation capital projects on city facilities, yielding dramatic energy and cost savings. Projects will be prioritized by their ability to conserve power and by the speed at which they can be implemented. These projects are expected to conserve 44,000,000 kWh per year, or enough to power 90,000 homes for a day. Savings from avoided energy costs will be more than \$5 million per year.
- A cornerstone of MECA is the Light Emitting Diode (LED) replacement of traffic signals. \$6 million is allocated in MECA for the replacement of 14,000 traffic signals at 900 intersections across the city. LED traffic signals consume 82 percent less electricity, are brighter and more visible, and last five times longer than conventional incandescent traffic lights. The change out will save the city \$4.1 million in energy costs over the lifetime of the lights, and conserve 10,000,000 kWh in power per year, or enough to power 20,000 homes for a day. Unlike many capital projects that can take years to design and implement, the change out of all 14,000 traffic lights in San Francisco can be achieved in less than two months.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
WATER SUPPLY & POWER OPERATIONS				
Maintain reliable electric service				
■ Number of hours of electric system outage	N/A	0	110	66
■ Hours of system outages as a percentage of the total operating hours	N/A	0%	5%	3%
Maintain reliable water service				
■ Number of hours of water pipeline outage that affect delivery	0	0	0	100
■ Hours of pipeline available as a percentage of the hours needed	100%	100%	100%	99%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	180.83	192.11	198.08	5.97
Non-Operating Positions (Funded by Capital/Other)	(17.00)	(13.50)	(8.00)	5.50
Net Operating Positions	163.83	178.61	190.08	11.47

REVENUES

Use of Money or Property	2,832,551	2,000,000	2,500,000	500,000
Intergovernmental Revenue - Federal	1,409,061	0	0	0
Intergovernmental Revenue - State	102,800	0	0	0
Charges For Services	90,547,220	89,935,000	115,738,094	25,803,094
Other Revenues	583,178	268,511	250,000	(18,511)
Transfers In	19,037,000	19,037,000	19,037,000	0
Expenditure Recovery	2,036,100	3,173,298	650,124	(2,523,174)
Fund Balance	8,906,546	7,221,284	0	(7,221,284)
Departmental Transfer Adjustment	0	0	(788,007)	(788,007)
Other Funding Sources	(18,722,364)	0	0	0
Revenue Total	106,732,092	121,635,093	137,387,211	15,752,118

OPERATING EXPENDITURES

Salaries and Wages	9,337,581	11,233,899	12,550,729	1,316,830
Fringe Benefits	2,461,828	3,125,044	3,531,083	406,039
Overhead	407,695	371,993	332,718	(39,275)
Non-Personal Services	41,270,089	46,782,291	73,123,424	26,341,133
Materials and Supplies	1,395,984	1,335,793	1,271,731	(64,062)
Equipment	535,248	614,075	581,683	(32,392)
Services of Other Departments	8,262,327	7,143,487	7,840,843	697,356
Transfers Out	39,850,000	29,850,000	0	(29,850,000)
Operating Expenditure Total	103,520,752	100,456,582	99,232,211	(1,224,371)

PROJECT EXPENDITURES

Facilities Maintenance	1,976	0	0	0
Adjustable Weir-cherry Dam	165	9,413	1,500,000	1,490,587
Electric Distribution System	0	1,490,000	1,000,000	(490,000)
Electric Trans Sys (3rd St/Others)	0	0	4,000,000	4,000,000
Fac Maintenance-Support Structures	0	0	455,000	455,000
Hetch-hetchy Roads Rebuilding	82	0	300,000	300,000
HH Domestic Water System	0	0	1,330,000	1,330,000
Mayor's Energy Conservation Account	0	0	15,000,000	15,000,000
Priest Reservoir Bypass	30,884	(15,426)	7,850,000	7,865,426
Program Management	0	0	1,200,000	1,200,000
San Joaquin Pipeline Repairs	1,421,134	2,015,322	3,000,000	984,678
SJ Pipeline #4 Addition,Crossover,Tstat	0	0	500,000	500,000
South Fork Bridge & Road Repair	2,464	810,000	370,000	(440,000)
Telemetering of Municipal Load	0	0	200,000	200,000
Turbine Gen-Renovate/Replace	141,982	(24,005)	1,450,000	1,474,005
Capital Improvement Projects	1,612,653	16,893,207	0	(16,893,207)

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
Project Expenditure Total	3,211,340	21,178,511	38,155,000	16,976,489
EXPENDITURE BY PROGRAM RECAP				
Hetch Hetchy Capital Projects	3,211,340	19,178,511	36,955,000	17,776,489
Water Capital Projects	0	0	1,200,000	1,200,000
Water Supply & Power Operations	103,520,752	102,456,582	99,232,211	(3,224,371)
Expenditure By Program Recap Total	106,732,092	121,635,093	137,387,211	15,752,118

PUBLIC UTILITIES COMMISSION – LIGHT, HEAT AND POWER

Mission The mission of Light, Heat and Power is to maintain lighting on city streets, and promote public safety and energy efficiency.

Services The department maintains approximately 20,000 streetlights and reviews street-light design and installation. For additional information about the department's programs and services please call (415) 554-0729.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$49,829,482	\$59,208,308	\$94,021,576	\$34,813,268	58.80%
Total FTE	8.00	7.81	6.80	(1.01)	(12.93%)

Budget Issues and Details

Conserving Energy

- The department's primary conservation initiative has been purchasing and installing high-pressure sodium lights in replacement of conventional incandescent lights, which burn three times the power. To date, the department has switched out approximately 65 percent of the 20,000 streetlights in the city with high-pressure sodium lights. The department estimates that next year alone the city will realize over \$1.5 million in avoided energy costs through this program.
- The streetlights that run the length of Market Street, often called the "path of gold", use special three-globe light fixtures. The department will be sequencing these lights so that the three globes come on sequentially as the environment darkens. One or two globes will come on during the dusk hours, with all three coming on in the evening. Prior to implementation, the department will take measurements to ensure that the lighting levels meet or exceed Lighting Institute standards for pedestrian safety. These steps are expected to yield significant reductions in power consumption.

New Streetlight Locations Added

- The department is continuing several multi-year projects that will add more than a thousand streetlights citywide. Projects that are in process include Ocean Avenue

between Junipera Serra and Highway 280 (166 teardrop luminaries and 80 pedestrian luminaries), Third Street Light Rail (650 teardrop luminaries and 64 post-top luminaries), and Mission Bay (615 teardrop luminaries and 39 teardrop luminaries). All new installations will be fitted with energy-efficient, high-pressure sodium lights.

New Capital Project Proposals

- 30 percent of the city's street lighting stock is "series loop" lighting that was installed in the 1920's and 1930's. Series loop lights are wired in series like a string of Christmas lights; when one light burns out the entire series goes out, affecting as much as two city blocks. Much of Van Ness Avenue, for example, is wired with series loop lighting. To maintain this system the department does "group relamping" in an attempt to preemptively replace an entire series before one light burns out. This is highly labor intensive, wasteful and cost ineffective.
- The department has prioritized for next year's capital projects the replacement of the city's series loop lighting stock with modern fixtures, yielding savings for the city in equipment, power, and the opportunity cost of labor.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
UTILITY SERVICES				
Respond to requests for repair or replacement in a timely manner				
■ Percentage of responses for streetlight repair or replacement due to streetlight outages completed within 48 hours	93%	94%	90%	94%
■ Percentage of response for repair and replacement of utility poles completed within 72 hours	23%	30%	60%	60%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	8.00	7.81	6.80	(1.01)
Net Operating Positions	8.00	7.81	6.80	(1.01)
REVENUES				
Charges For Services	5,465	0	0	0
Other Revenues	66,263	50,130	0	(50,130)
Expenditure Recovery	47,287,847	55,824,936	91,333,988	35,509,052
General Fund Support	2,469,907	3,333,242	2,687,588	(645,654)
Revenue Total	49,829,482	59,208,308	94,021,576	34,813,268
OPERATING EXPENDITURES				
Salaries and Wages	402,782	458,775	396,290	(62,485)
Fringe Benefits	104,699	119,123	108,120	(11,003)
Non-Personal Services	48,381,612	57,615,186	92,641,634	35,026,448
Materials and Supplies	230,588	159,545	189,878	30,333
Equipment	5,966	13,000	0	(13,000)
Services of Other Departments	576,104	796,696	685,654	(111,042)
Operating Expenditure Total	49,701,751	59,162,325	94,021,576	34,859,251
PROJECT EXPENDITURES				
Capital Improvement Projects	127,731	45,983	0	(45,983)
Project Expenditure Total	127,731	45,983	0	(45,983)
EXPENDITURE BY PROGRAM RECAP				
Utility Services	49,829,482	59,208,308	94,021,576	34,813,268
Expenditure By Program Recap Total	49,829,482	59,208,308	94,021,576	34,813,268

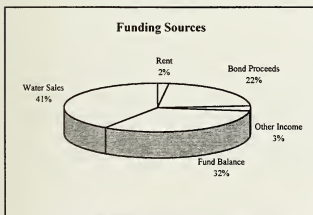
PUBLIC UTILITIES COMMISSION – WATER DEPARTMENT

Mission The Water Department reliably distributes high-quality water to San Francisco and Bay Area customers; operates and maintains storage and distribution facilities at a high standard of safety and reliability; maintains city properties consistent with public health and neighborhood concerns and ensures compliance with all current and future water quality regulations.

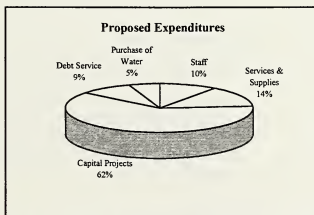
Services The Water Department provides disinfection treatment of all delivered water in San Francisco. It delivers 250 million gallons of water per day to 2.3 million consumers in the Bay Area. The Water Department operates and maintains 23 pump stations, 16 reservoirs, 10 disinfection stations, 8 storage tanks, 8 pressure-reducing stations, 1,200 miles of water mains, 2 water filtration plants, 228 miles of transmission pipelines, 12 miles of tunnels, and watershed lands in Alameda and on the peninsula. For more information, please call (415) 648-6882

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$158,507,869	\$271,227,204	\$361,324,313	\$90,097,109	33.22%
Total FTE	429.08	438.58	430.35	(8.23)	(1.88%)



This chart shows the projected funding sources for the department for 2001-2002. Water sales are the primary source of funds for the department.



This chart shows the department's proposed expenditures for 2001-2002. The department will allocate \$224 million (62 percent) of its budgeted expenditures for capital projects, the largest investment in capital projects in department history.

Budget Issues and Details

Capital Program Expansion

- The department is expanding its capital program in 2001-2002 as a result of the availability of \$127 million from the sale of its Bernal property. This funding will address needed capital improvements within the department's aging system infrastructure. Of the more than 70 critical capital improvement projects in the 2001-2002 budget, some of those funded include the replacement of aging distribution mains, construction and replacement of feeder mains, reservoir rehabilitation and seismic upgrades, pump station upgrades, and water quality compliance improvements.

Fire Management Program

- The Water Department has allocated \$350,000 for the creation of a Fire Management Program. This program will implement fire management mitigations, reducing the risk of catastrophic fire. Mitigations include the removal and ongoing management of flammable vegetation and the creation of fuel breaks in high fire-risk areas.

Improved Community Outreach and Customer Service

- A Community Liaison Officer position has been created to promote and encourage public involvement in the city's watershed planning and management.
- The newly implemented Excavation Code, designed to protect the City's water supply, generates new administrative duties for permit processing. A new Permit Processing Officer position has been created to expedite permit processing.

Leak Detection Program

- The 2001-2002 budget allocates \$77,500 to establish a new Leak Detection System that will be more effective and efficient than the current methods. The new system uses a device called a Permalog Leak Logger to quickly and economically detect leakages. The system automates the survey process, making it more consistent and reliable, immediately transmitting the information for processing and analysis.

Water Purity

- The quality of Hetch Hetchy water naturally exceeds the turbidity standards set by the FDA and therefore does not require filtration. In order to maintain this high standard of water quality, \$500,000 has been added to the water treatment supplies budget for quality improvement. This enhancement will allow the Water Department to continue to supply the region with the high quality, safe and clean drinking water to which it is accustomed.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
CITY DISTRIBUTION				
Maintain water service without interruption				
■ Number of service interruptions to all or part of the system and customers	1,924	1,905	1,635	1,390
SUPPLY & TREATMENT				
Provide consistently safe, high-quality water				
■ Number of violations of California drinking water standards in water delivered to City and suburban customers	0	0	0	0

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	506.08	515.58	507.35	(8.23)
Non-Operating Positions (Funded by Capital/Other)	(77.00)	(77.00)	(77.00)	0.00
Net Operating Positions	429.08	438.58	430.35	(8.23)

REVENUES

Use of Money or Property	15,869,007	10,765,000	17,403,000	6,638,000
Intergovernmental Revenue - State	26,068	0	0	0
Charges For Services	135,901,391	143,161,316	147,381,438	4,220,122
Other Revenues	25,378,151	102,749,887	79,436,000	(23,313,887)
Expenditure Recovery	500,013	1,159,560	222,998	(936,562)
Fund Balance	5,825,234	13,391,441	127,036,966	113,645,525
Departmental Transfer Adjustment	0	0	(10,156,089)	(10,156,089)
Other Funding Sources	(24,991,995)	0	0	0
Revenue Total	158,507,869	271,227,204	361,324,313	90,097,109

OPERATING EXPENDITURES

Salaries and Wages	27,130,109	28,147,363	28,587,433	440,070
Fringe Benefits	6,912,128	7,393,009	7,890,678	497,669
Overhead	1,563,920	1,350,208	997,558	(352,650)
Non-Personal Services	5,399,748	7,275,403	5,282,740	(1,992,663)
Materials and Supplies	6,151,255	5,580,685	6,227,512	646,827
Equipment	1,309,150	2,839,700	2,217,624	(622,076)
Debt Service	20,032,939	20,259,927	33,491,716	13,231,789
Services of Other Departments	44,508,316	37,908,688	33,924,602	(3,984,086)
Transfers Out	19,885,675	19,037,000	19,037,000	0
Operating Expenditure Total	132,893,240	129,791,983	137,656,863	7,864,880

PROJECT EXPENDITURES

Facilities Maintenance	299,898	0	0	0
City Building Improvements	0	0	875,000	875,000
City Other Facilities Improvements	0	2,100,000	11,448,000	9,348,000
City Pipeline Improvements	0	3,425,000	48,000,000	44,575,000
City Pump Station Improvements	0	1,850,000	7,800,000	5,950,000
City Reservoir Improvements	0	0	36,900,000	36,900,000
Suburban Building Improvements	0	0	1,400,000	1,400,000
Suburban Dam Improvements	0	121,000	2,760,000	2,639,000
Suburban Other Facilities Improvements	0	700,000	20,700,000	20,000,000
Suburban Pipeline Improvements	0	5,148,300	21,519,450	16,371,150
Suburban Pump Station Improvements	0	0	8,100,000	8,100,000
Suburban Treatment Facilities Improvemnt	0	7,475,000	64,165,000	56,690,000
Capital Improvement Projects	25,314,731	120,615,921	0	(120,615,921)
Project Expenditure Total	25,614,629	141,435,221	223,667,450	82,232,229

EXPENDITURE BY PROGRAM RECAP

City Distribution	45,437,435	47,205,570	73,986,246	26,780,676
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TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
Supply & Treatment	47,022,367	46,900,940	44,633,617	(2,267,323)
Water Capital Projects	41,353,898	147,961,831	223,667,450	75,705,619
Water Facilities Maintenance Projects	4,363,175	10,121,863	0	(10,121,863)
Water General	20,330,994	19,037,000	19,037,000	0
Expenditure By Program Recap Total	158,507,869	271,227,204	361,324,313	90,097,109

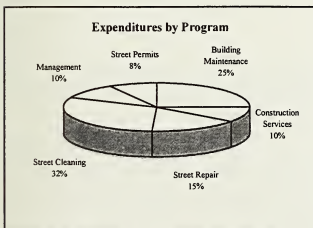
PUBLIC WORKS

Mission The mission of the Department of Public Works is to provide for the safe and clean operation and maintenance of city streets; to design, construct and maintain city-owned facilities; and to enforce streets and sidewalk codes.

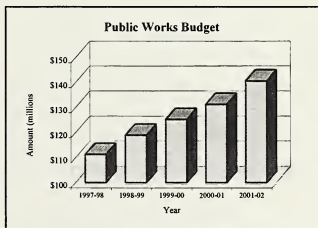
Services Street and sidewalk cleaning and repair; design and construction services; maintenance and operations of public buildings; and the issuing of permits for commercial use of roads and sidewalks. For further information on the department's services, please call (415) 554-6920.

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$148,441,836	\$130,200,796	\$152,998,002	\$22,797,206	17.51%
Total FTE	978.86	1,045.60	1,089.35	43.75	4.18%



DPW's annually budgeted expenditures target a wide range of city needs, with the most funding going to address street cleaning and related services, followed by building maintenance and street repair services.



The 2001-2002 budget for DPW, which will be over \$140 million, reflects a growing commitment to public works capital projects over the last five years.

Budget Issues and Details

Community Clean Teams

- The budget for next year contains full funding for the Department of Public Works' new "Community Clean Team" program. This program, began as a pilot project in

2001-2002 is a partnership between the city and the community to provide a comprehensive clean up of at least one district in San Francisco every month.

Infrastructure Investments

- The Mayor's 2001-2002 budget contains funding for ongoing improvements in the city's streets and sidewalks. These include \$550,000 for pothole repair and an additional \$220,000 for sidewalk repairs.
- In the Winter of 2001, the department received the first of three allocations from state gas tax revenues for roadway and other public works projects. The first allocation of \$9 million, which will be substantially implemented in the next fiscal year, includes \$900,000 for pedestrian safety improvement projects, \$1.5 million for ADA curb ramp construction, and \$6 million for road resurfacing and reconstruction on Geary Boulevard, Clement, Hyde, Buchanan, Fell and Third Streets.
- The second allocation of state traffic congestion relief funds, over \$3 million, will go toward pavement renovations of Joost Avenue and Taraval Street, also to begin implementation in 2001-2002.
- DPW will also undertake a study of the ongoing problem of sand erosion at Ocean Beach, which threatens the integrity of the Great Highway and, ultimately, the wastewater treatment plant. The budget contains \$870,000 for replacement of sand and for an engineering study of a final solution to this problem.

Code Enforcement and Education

- DPW's code enforcement programs include education, warning and citation of individuals, residents, and businesses for violations of public works, health and police codes that regulate sidewalk nuisances, illegal dumping and illegal garbage handling. In 2001-2002, the department has restructured its implementation of code enforcement to ensure that there are 11 environmental control officers in each district, to ensure that cleanliness and accountability are enforced citywide. This \$1.1 million program works to identify garbage "hot spots" or regular public works code violators and, subsequently, educate district residents and businesses on their responsibilities under city codes.

New City Office Building

- Over the last year, DPW staff has been working to finalize design and environmental studies for a new city office building at 525 Golden Gate Avenue. Currently, that site contains a closed, seismically unsafe State office building which the City purchased for \$1. The 2001-2002 budget contains over \$9.9 million to begin demolition and early construction of a new building for the City and County of San Francisco.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
ARCHITECTURE				
Develop accurate architecture cost estimates for City projects				
■ Percentage of awarded contracts that are within 10% of the architect's estimate	27%	90%	50%	90%
CONSTRUCTION MANAGEMENT SERVICES				
Control costs of City construction projects				
■ Percentage change order cost to original contracts, for projects over \$2 million	6.40%	8.00%	7.80%	8.00%
■ Percentage change order cost to original contracts, for projects not exceeding \$2 million	10.75%	9.50%	9.40%	9.50%
ENGINEERING				
Develop accurate engineering cost estimates for City projects				
■ Percentage of bids that do not exceed 105% of the engineer's estimate	82%	90%	75%	90%
STREET AND SEWER REPAIR				
Maintain City streets in good repair				
■ Number of potholes repaired	28,804	20,000	15,000	20,000
■ Percentage of San Franciscans who rate the condition of the pavement of their neighborhood streets as good or very good	41%	45%	37%	45%
STREET ENVIRONMENTAL SERVICES				
Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education				
■ Percentage of San Franciscans who rate the cleanliness of their neighborhood streets as "good" or very good	43%	50%	38%	50%
■ Number of curb miles of streets mechanically swept	115,000	115,000	116,000	118,320
■ Number of labor hours per curb mile swept	1.00	0.98	0.99	0.98
STREET USE MANAGEMENT				
Provide approval for street use permits				
■ Percentage of decisions (approval, conditional approval, or disapproval) rendered on street use permit requests within established time frames	86%	90%	90%	90%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	1,372.85	1,434.09	1,457.35	23.26
Non-Operating Positions (Funded by Capital/Other)	(393.99)	(388.49)	(368.00)	20.49
Net Operating Positions	978.86	1,045.60	1,089.35	43.75
REVENUES				
Local Taxes	1,800,000	0	0	0
Licenses and Fines	175,228	348,000	158,000	(190,000)
Use of Money or Property	400,000	255,000	1,023,000	768,000
Intergovernmental Revenue - Federal	0	936,325	0	(936,325)
Intergovernmental Revenue - State	23,076,718	22,298,984	22,841,418	542,434
Charges For Services	4,845,843	6,149,791	9,797,389	3,647,598
Other Revenues	10,385	0	4,200,000	4,200,000
Transfers In	14,465,000	0	0	0
Expenditure Recovery	72,125,456	76,978,253	80,506,469	3,528,216
Fund Balance	3,109,978	1,147,100	0	(1,147,100)
Departmental Transfer Adjustment	(2,970,344)	(2,821,040)	(3,603,746)	(782,706)
Other Funding Sources	13,106,510	0	0	0
General Fund Support	18,297,062	24,908,383	38,075,472	13,167,089
Revenue Total	148,441,836	130,200,796	152,998,002	22,797,206
OPERATING EXPENDITURES				
Salaries and Wages	42,820,145	36,045,029	62,797,340	26,752,311
Fringe Benefits	10,168,071	12,478,991	15,393,731	2,914,740
Overhead	26,522,792	27,064,346	23,677,517	(3,386,829)
Non-Personal Services	17,825,091	25,852,095	5,433,577	(20,418,518)
Aid Assistance	269,848	0	0	0
Materials and Supplies	6,041,401	3,483,250	4,053,052	569,802
Equipment	2,719,872	3,384,954	4,428,617	1,043,663
Services of Other Departments	13,899,210	13,633,456	14,834,627	1,201,171
Transfers Out	1,865,501	0	0	0
Budgetary Reserves	0	26,211	0	(26,211)
Operating Expenditure Total	122,131,931	121,968,332	130,618,461	8,650,129
PROJECT EXPENDITURES				
Facilities Maintenance	2,787,287	1,640,382	1,500,000	(140,382)
Capital Projects	14,572	1,101,608	0	(1,101,608)
525 Golden Gate Pre-Development	0	0	9,909,541	9,909,541
DPW-BCM Transportation Projects	0	0	220,000	220,000
Capital Planning	0	0	200,000	200,000
Citywide Capital Projects	0	11,969	100,000	88,031
DPW-BCM Facilities Maintenance Prjts	478,832	350,000	870,000	520,000
DPW-BOE Transportation Projects	1,686,791	2,088,862	9,380,000	7,291,138
Storm Damage Repair & Prevention	0	300,000	200,000	(100,000)
Capital Improvement Projects	21,342,423	2,739,643	0	(2,739,643)
Project Expenditure Total	26,309,905	8,232,464	22,379,541	14,147,077

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
EXPENDITURE BY PROGRAM RECAP				
Architecture	3,023,628	2,029,976	3,533,722	1,503,746
Building Repair and Maintenance	26,997,230	30,997,983	32,575,989	1,578,006
City Capital Projects	20,598,875	6,660,776	21,779,541	15,118,765
Construction Management Services	7,321,452	6,270,517	4,746,722	(1,523,795)
Disability Access	0	25,000	0	(25,000)
DPW Bureau Overhead Program	2,251,039	0	0	0
DPW General Administration	10,199,865	10,710,288	12,978,242	2,267,954
DPW Interdepartment Work Order Program	11,149,924	6,573,902	0	(6,573,902)
Engineering	9,508,382	4,352,043	5,923,320	1,571,277
Laguna Honda - Long Term Care	1,284,262	0	0	0
Mapping	984,397	1,000	0	(1,000)
Moscone Expansion Project	6,667,580	0	0	0
SFGH - Acute Care - Hospital	49,641	0	0	0
Street and Sewer Repair	10,823,448	16,255,432	20,208,867	3,953,435
Street Environmental Services	29,093,321	36,883,221	40,432,949	3,549,728
Street Use Management	8,488,792	9,440,658	10,818,650	1,377,992
Expenditure By Program Recap Total	148,441,836	130,200,796	152,998,002	22,797,206

PERFORMANCE BUDGET: PUBLIC WORKS – STREET AND ENVIRONMENTAL SERVICES

Mission The mission of the Street and Environmental Services Division is to achieve excellence in maintaining clean city streets. To fulfill its mission, the division performs street cleaning services; places and maintains public litter receptacles; cleans public plazas; coordinates anti-litter programs; performs scheduled and supplemental intensive manual cleaning services; expands and manages a comprehensive, citywide graffiti-abatement effort; and maintains public-street trees and landscaped areas. It also maintains a 24 hour-a-day/year-round emergency response capability to clear downed trees, and handle cleanup for spills and other street and environmental services-related emergencies.

Accomplishments 2000–2001

- Removed over 20,000 tons of debris from city streets
- Increased the number of public trash cans by 15 percent (600 new units) to total 4,600 units
- Increased Broom and Brush Brigade volunteer participation by five percent to its current level of 500
- Increased "Ecoblitz" operation as a benchmark demonstration of cleanliness standards in neighborhood shopping areas through the abatement of negative environmental conditions and by instituting education and enforcement of cleanliness codes
- Installed 300 recycling top components to existing public litter receptacles
- Expanded mechanical street cleaning/controlled parking to 116,000 curb miles
- Maintained graffiti abatement efforts with 4-crew vans citywide and expanded residential neighborhood services by adding two, 2-worker service crews to improve service-request response
- Initiated public/private Clean Street and Sidewalk Partnerships through the Adopt-a-Street Program and development of the "Transition to Employment" sidewalk sweeping project

Objectives 2001–2002

- Expand mechanical street cleaning by two percent to over 116,000 curb miles
- Increase Green Machine sidewalk sweeping to 12 routes
- Expand "Transition to Employment" sidewalk sweeping program

- Expand public outreach, educational awareness and enforcement efforts needed to promote public understanding of clean city issues and compliance of litter laws
- Expand Graffiti Abatement operation to include pre-trial diversion (public service) participants
- Implement the Neighborhood Anti-Litter Team Program citywide
- Expand the Broom and Brush Brigade by five percent, to 550 volunteers, and incorporate the Broom and Brush Program into the Adopt-A-Street Program

Summary of Programs

	2001–2002 Proposed	
	Expenditures	Personnel FTE
Mechanical Sweeping	5,653,620	60.50
Enhanced Manual Cleaning	18,825,447	223.15
Code Enforcement	1,169,852	11.00
Graffiti Abatement	1,578,358	17.50
Urban Forestry and Landscaping	2,912,008	34.00
Adopt-a-Street	1,083,277	6.00
Totals	\$31,222,562	352.15

Program Details

Mechanical Sweeping

The Mechanical Sweeping Program provides street cleaning to approximately 95 percent of the City streets one to seven times per week using mechanical sweeping machines. This function is accomplished through the use of controlled parking routes that permit cleaning residential areas in the daytime and commercial areas at night.

Performance Measures

	1999–2000 <u>Actual</u>	2000–2001 <u>Target</u>	2000–2001 <u>Projected</u>	2001–2002 <u>Target</u>
■ Percentage of San Franciscans who rate the cleanliness of their neighborhood streets as “good” or “very good”	N/A	N/A	43%	50%
■ Number of curb miles of streets mechanically swept	115,000	115,000	116,000	118,320
■ Number of labor hours per curb swept	1.00	.98	.99	.98

Budget

**2001-2002
Proposed**

PERSONNEL	FTE
1426 Senior Clerk Typist	1.00
1704 Comm. Dispatcher I	2.00
7263 Maintenance Manager	.50
7355 Truck Driver	30.00
7514 General Laborer	27.00
Total Program Personnel	60.50
REVENUES	
General Fund Support	5,653,620
Revenue Total	5,653,620

OPERATING EXPENDITURES

Salaries and Wages	3,191,810
Fringe Benefits	790,883
Overhead	1,424,594
Non-Personal Services	0
Materials and Supplies	167,291
Equipment	0
Services of Other Departments	79,042
Operating Expenditure Total	5,653,620
Program Expenditure Total	5,653,620

Enhanced Manual Cleaning

Enhanced Manual Cleaning covers daily hand sweeping and cleaning of the public right of way. Crews and patrols are assigned to discrete areas of the City and concentrate attention on known problem areas, commercial districts, and high-volume vehicle and pedestrian thoroughfares. This program also responds to reports of emergencies, including hazardous materials and illegal dumping on the public right of way.

Performance Measures

	1999–2000 <u>Actual</u>	2000–2001 <u>Target</u>	2000–2001 <u>Projected</u>	2001–2002 <u>Target</u>
■ Number of routes swept	N/A	N/A	N/A	12

Budget2001–2002
Proposed

PERSONNEL	FTE
1446 Secretary II	1.00
1704 Commun Dispatcher I	3.00
1705 Commun Dispatcher II	1.00
5173 St Clng And Pint Asst Sup	3.00
7110 Mobile Equip Asst Sup	2.00
7210 Mobile Equip Sup	1.00
7215 Laborer Super I	42.00
7263 Maintenance Mgr	.50
7281 St Cleaning Supv II	10.50
7355 Truck Driver	15.00
7501 Envrmtl Service Worker	9.00
7514 General Laborer	135.15
Total Program Personnel	223.15

REVENUES

General Fund Support	18,825,447
Revenue Total	18,825,447

OPERATING EXPENDITURES

Salaries and Wages	10,663,875
Fringe Benefits	2,642,350
Overhead	4,759,585
Non-Personal Services	30,000
Materials and Supplies	599,128
Equipment	0
Services of Other Departments	130,509
Operating Expenditure Total	18,825,447
Program Expenditure Total	18,825,447

Code Enforcement

The Code Enforcement Program includes education, warning and citation of individuals, residents and businesses for violations of pertinent Public Works, Health Department, and Police Department codes. Enforcement is applied to sidewalk nuisances, illegal dumping and illegal garbage "put outs."

Performance Measures

	1999–2000 <u>Actual</u>	2000–2001 <u>Target</u>	2000–2001 <u>Projected</u>	2001–2002 <u>Target</u>
■ Number of educational contacts/ enforcement actions	N/A	N/A	N/A	40,000

Budget**2001-2002
Proposed****PERSONNEL****FTE**

1426 Sr Clerk Typist	1.00
7215 General Laborer Sup I	4.00
8280 Envrmn Cntrl Officer	6.00
Total Program Personnel	11.00

REVENUES

General Fund Support	1,169,852
Revenue Total	1,169,852

OPERATING EXPENDITURES

Salaries and Wages	660,650
Fringe Benefits	163,699
Overhead	294,866
Non-Personal Services	0
Materials and Supplies	34,777
Equipment	0
Services of Other Departments	15,860
Operating Expenditure Total	1,169,852
Program Expenditure Total	1,169,852

Graffiti Abatement

This program abates graffiti along the public right of way using computer color-matched paint, chemical remover or soda-blasting equipment. Graffiti abatement personnel educate the public about the City graffiti ordinance, obtain written permission to paint out graffiti on private property abutting the right of way, and issue warnings and citations as required by ordinance to property owners.

Performance Measures

	1999–2000 Actual	2000–2001 Target	2000–2001 Projected	2001–2002 Target
■ Square footage of public and private areas covered by graffiti abatement	N/A	N/A	N/A	1,750,000

Budget2001-2002
Proposed

PERSONNEL	FTE
1426 Sr Clerk Typist	.50
7215 General Laborer Supv I	2.00
7501 Envrmtl Service Worker	4.00
7514 General Laborer	2.00
8280 Envmm Cntrl Officer	9.00
Total Program Personnel	17.50

REVENUES

General Fund Support	1,578,358
Revenue Total	1,578,358

OPERATING EXPENDITURES

Salaries and Wages	874,459
Fringe Benefits	216,678
Overhead	390,295
Non-Personal Services	19,200
Materials and Supplies	51,329
Equipment	0
Services of Other Departments	26,397
Operating Expenditure Total	1,578,358
Program Expenditure Total	1,578,358

Urban Forestry and Landscaping

The Urban Forestry Program provides tree maintenance and emergency service to 30,000 trees on the public right of way. Staff perform gardening and associated services to various landscaped medians, parks, green swards and other public properties totaling 210 acres along the public right of way.

Performance Measures

	<u>1999–2000 Actual</u>	<u>2000–2001 Target</u>	<u>2000–2001 Projected</u>	<u>2001–2002 Target</u>
■ Number of trees serviced	N/A	4,200	4,200	4,200
■ Number of acres of landscaping serviced	N/A	210	210	210

Budget

**2001-2002
Proposed**

PERSONNEL	FTE
1426 Sr Clerk Typist	.50
3417 Gardener	20.00
3418 Gardener Asst Supv	3.00
3435 Arborist Technician	8.00
3436 Urban Forester	1.00
7281 St Cleaning Supv II	.50
7514 General Laborer	1.00
Total Program Personnel	34.00

REVENUES

General Fund Support	2,912,008
Revenue Total	2,912,008

OPERATING EXPENDITURES

Salaries and Wages	1,530,392
Fringe Benefits	379,209
Overhead	683,057
Non-Personal Services	0
Materials and Supplies	80,231
Equipment	0
Services of Other Departments	239,119
Operating Expenditure Total	2,912,008
Program Expenditure Total	2,912,008

Adopt-a-Street

Adopt-a-Street is a partnership between the City and its merchants and residents. DPW also contracts with the non-profit San Francisco League of Urban Gardeners to employ General Assistance recipients and homeless individuals to sweep sidewalks. This transitional employment is used as an incentive to entice and develop Adopt-a-Street participation.

Performance Measures

	1999–2000 <u>Actual</u>	2000–2001 <u>Target</u>	2000–2001 <u>Projected</u>	2001–2002 <u>Target</u>
■ Number of partnerships	760	800	800	840

Budget**2001–2002
Proposed**

PERSONNEL	FTE
1371 Special Asst. XII	1.00
1446 Secretary II	1.00
7215 General Laborer Sup I	1.00
7514 General Laborer	3.00
Total Program Personnel	6.00
REVENUES	
General Fund Support	1,083,277
Revenue Total	1,083,277
OPERATING EXPENDITURES	
Salaries and Wages	258,895
Fringe Benefits	64,150
Overhead	115,552
Non-Personal Services	629,005
Materials and Supplies	15,423
Equipment	252
Services of Other Departments	0
Operating Expenditure Total	1,083,277
Program Expenditure Total	1,083,277

RECREATION AND PARK

Mission The mission of the Recreation and Park Department is to provide safe and well-maintained neighborhood parks and recreation facilities, and to enhance the use of special facilities, including Golden Gate Park, 3Com Park, and the Marina Yacht Harbor.

Services The Recreation and Park Department maintains more than 200 parks, playgrounds, and open spaces, including Camp Mather, the Marina Yacht Harbor, and 3Com Park; six municipal golf courses; and other recreation facilities and urban forestry. For more information, please call (415) 831-2700.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$100,802,932	\$125,404,418	\$142,059,343	\$16,654,925	13.28%
Total FTE	1,009.55	998.44	1,012.09	13.65	1.37%

Budget Issues and Details

Moving Ahead with the Capital Program

- Recreation and Park's Capital Division will begin its work in earnest in 2001-2002. The division's 26-member staff will direct and administer a 10-year, \$400 million capital plan to renovate, restore and build new park and recreation facilities in San Francisco. The capital plan will be financed by the \$110 million Neighborhood Recreation and Park Improvement Bond passed by voters in March 2000, and by \$290 million from private donations and various federal and state sources.
- Over the life of the capital division, the team intends to complete at least 220 separate projects to revitalize San Francisco's park system. Projects slated for the next year include: renovation of the Rochambeau Playground and Clubhouse; renovation of the Moscone Recreation Center; renovation of the North Beach Pool and construction of a new clubhouse; renovation of Sava Pool; renovation of the Alamo Square Children's Play Area; purchase and development of open space in the North Mission; renovation of the West Portal Clubhouse; construction of a new Mission Dolores clubhouse; renovation of the Mission Pool; construction of a new clubhouse for Visitacion Valley Playground; and renovation of the Oceanview Playground and Recreation Center.

- In 2001-2002, the Recreation and Park Department will also create a new playground specifically designed to be accessible to children with disabilities. The department will ensure that the playground is placed in an easily reached part of the city.
- In addition to benefiting from the new capital program, the Recreation and Park Department continues to gain from the Open Space Fund. In 2001-2002 the department will use open space revenue to integrate several new or enhanced facilities into its system. Facilities include open spaces such as Hawk Hill, Edge Hill, Espirit Park and the Hyde/Turk Mini Park, as well as the Portsmouth Recreation Building and King Pool.

Creating a More Effective Job Training Program

- The Recreation and Park Department is in the process of transforming its job training program for Workfare participants. In 2001-2002, the department will fully implement a comprehensive, two-and-a-half year job training program to provide formal and informal instruction in all aspects of landscape horticulture. At the end of the program, participants will be proficient in all aspects of horticulture including golf course maintenance, nursery work, forestry work and turf maintenance.

Developing an Operational Plan

- The Recreation and Park Department will develop a five-year operational plan in the next fiscal year to help improve its operational efficiency. The plan will include measurable performance standards and will account for issues such as public safety, detailed maintenance plans, arboreal maintenance and reforestation, facility and landscape cleanliness, availability and cleanliness of restrooms and maintenance of park signage, furniture and amenities. The community will be invited to participate in and comment on the formation of the operational plan.

Raising Energy Consciousness

- In 2001-2002, the Recreation and Park Department intends to meet the energy crisis head on and reduce both its current and long-term energy use. The department will reduce use where ever possible, including turning down thermostats, making physical changes to mechanical and electrical systems, such as installing time clock overrides on athletic field lighting, and ensuring that facilities built or renovated through the capital program adhere to "green building" methodology.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
GOLDEN GATE PARK				
Provide quality park facilities and landscaping				
■ Percentage of San Franciscans who rate the quality of the City's park grounds (landscaping) as good or very good	63%	67%	63%	67%
■ Percentage of San Franciscans who rate the quality of park facilities as good or very good	38%	45%	38%	45%
NEIGHBORHOOD SERVICES				
Provide quality, accessible, and affordable recreational programs and facilities				
■ Percentage of San Franciscans who rate the convenience (location and hours) of the City's recreation programs and facilities as good or very good	58%	65%	53%	60%
■ Percentage of San Franciscans who rate the cost of the City's recreation programs and facilities as good or very good	53%	63%	46%	55%
■ Percentage of San Franciscans who rate the quality of the City's recreation programs as good or very good	50%	55%	50%	55%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	1,082.80	1,104.69	1,128.34	23.65
Non-Operating Positions (Funded by Capital/Other)	(73.25)	(106.25)	(116.25)	(10.00)
Net Operating Positions	1,009.55	998.44	1,012.09	13.65

REVENUES

Local Taxes	24,955,306	19,313,320	20,638,148	1,324,828
Use of Money or Property	21,318,219	19,343,737	20,612,194	1,268,457
Intergovernmental Revenue - State	167,414	164,735	164,735	0
Charges For Services	11,076,133	11,129,940	11,175,940	46,000
Other Revenues	0	23,981,876	23,884,772	(97,104)
Expenditure Recovery	397,759	795,588	694,244	(101,344)
Fund Balance	298,211	10,787,633	22,378,118	11,590,485
Other Funding Sources	9,959,107	0	0	0
General Fund Support	32,630,783	39,887,589	42,511,192	2,623,603
Revenue Total	100,802,932	125,404,418	142,059,343	16,654,925

OPERATING EXPENDITURES

Salaries and Wages	40,947,100	43,164,304	45,589,881	2,425,577
Fringe Benefits	10,943,097	11,473,342	12,335,357	862,015
Overhead	500,532	643,562	593,461	(50,101)
Non-Personal Services	3,723,853	5,154,351	3,464,375	(1,689,976)
Aid Assistance	0	25,000	0	(25,000)
Materials and Supplies	3,515,023	3,298,907	3,244,887	(54,020)
Equipment	715,046	1,298,462	1,764,835	466,373
Debt Service	370,086	23,054	23,054	0
Services of Other Departments	8,908,459	7,994,156	9,698,416	1,704,260
Transfers Out	20,359,071	0	0	0
Budgetary Reserves	0	121,674	1,847,856	1,726,182
Operating Expenditure Total	89,982,267	73,196,812	78,562,122	5,365,310

PROJECT EXPENDITURES

Facilities Maintenance	1,211,006	2,350,000	2,300,000	(50,000)
1992 Golden Gate Park Improvements	0	8,697,633	3,437,500	(5,260,133)
ADA Compliance	0	0	175,000	175,000
Conservatory of Flowers	0	0	2,000,000	2,000,000
Field Rehabilitation	0	0	500,000	500,000
Golden Gate Park Construction Oversight	0	174,412	198,204	23,792
Hazardous Materials Mitigation	0	0	150,000	150,000
Neighborhood Rec/Park Facilities	0	6,143,599	24,420,000	18,276,401
Open Space Capital Program Management	0	0	312,000	312,000
Open Space Community Gardens	0	0	150,000	150,000
Open Space Community Pools	0	0	685,000	685,000
Open Space Natural Areas Mgmt Plan	0	0	662,889	662,889
Open Space Neighborhood Clubhouses	0	0	450,000	450,000
Open Space Neighborhood Parks & Squares	0	0	415,000	415,000
Open Space Neighborhood Playgrounds	0	0	1,620,171	1,620,171

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

				2000-2001 vs
	1999-2000	2000-2001	2001-2002	2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
PROJECT EXPENDITURES (CONTINUED)				
Open Space Neighborhood Rec Centers	0	0	650,000	650,000
Open Space Park Renovations	0	0	429,701	429,701
Open Space Urban Forestry	0	0	475,000	475,000
Open Space Volunteer Programs	0	0	60,000	60,000
Open Space-natural Areas Mgmt Plan	427,607	662,889	356,315	(306,574)
Park Renaissance Project	233,739	448,885	516,166	67,281
Security and Lighting System	0	0	75,000	75,000
Signage and Information System	0	0	200,000	200,000
Union Square Park Renovation	0	0	2,400,000	2,400,000
Yacht Harbor-Dredging	0	0	300,000	300,000
Yacht Harbor-Master Plan Implementation	0	0	100,000	100,000
Zoo Facilities Improvements	0	17,337,277	13,524,772	(3,812,505)
Zoo Operations Project	6,892,655	6,871,229	6,934,503	63,274
Capital Improvement Projects	2,055,658	9,521,682	0	(9,521,682)
Project Expenditure Total	10,820,665	52,207,606	63,497,221	11,289,615

EXPENDITURE BY PROGRAM RECAP

3Com Park	5,052,065	2,928,779	3,230,200	301,421
Children's Baseline	12,767,765	12,804,091	13,254,516	450,425
Children's Fund Programs	246,915	0	0	0
Dept'l Admin-Business Office	20,870,582	11,684,290	12,432,126	747,836
Development & Planning	0	0	2,400,000	2,400,000
Family Camp Operations	709,714	684,014	688,852	4,838
Golden Gate Park	8,319,301	8,489,372	14,422,541	5,933,169
Maint & Oper of Golf Course	2,825,792	2,936,021	3,303,044	367,023
Marina Yacht Harbor	2,150,106	2,612,140	2,212,758	(399,382)
Neighborhood Services	29,337,814	38,066,900	56,745,929	18,679,029
Non-children's Fund Programs	0	246,915	272,244	25,329
Structural Maintenance	7,549,053	7,764,832	8,104,720	339,888
Turf Management	2,247,283	10,896,883	2,256,280	(8,640,603)
Urban Forestry	1,833,887	2,081,675	2,276,858	195,183
Zoo Operations	6,892,655	24,208,506	20,459,275	(3,749,231)
Expenditure By Program Recap Total	100,802,932	125,404,418	142,059,343	16,654,925

REDEVELOPMENT AGENCY

Mission The mission of the Redevelopment Agency is to alleviate physical and economic blight in geographic areas that the Board of Supervisors has identified as redevelopment project areas. The agency dedicates a significant portion of its funding to affordable housing throughout the city.

Services Finance public improvements; increase and preserve the availability of affordable housing; acquire and sell available land; facilitate public-private development partnerships; and promote entrepreneurial development opportunities. For further information on the agency's services, please call (415) 749-2400.

Budget Issues and Details

Preservation of Affordable Housing

- The Redevelopment Agency's Citywide and Project Area Affordable Housing Program continues to be one of the largest pools of resources for the development of affordable housing in the city. Since 1989, the program has created or preserved over 5,000 units of affordable housing serving a variety of target populations—from the formerly homeless to first-time homebuyers. The agency's budget includes total expenditures of \$52.4 million for affordable housing in 2001-2002, an increase of 23 percent from the previous year.
- One of the agency's major goals has been to implement a program to preserve Section 8-assisted housing that is at risk of conversion to market-rate housing. The agency has been successful in the past 12 months in preserving nearly 1,000 units of Section 8 assisted housing and extending their affordability for a minimum of 50 years. In the next fiscal year, the agency's goal is to assist in the purchase of up to four at-risk developments.
- The agency's affordable housing budget also includes: development funds for two parcels that are part of the Central Freeway Development; acquisition funds for sites in the Bayview Hunters Point survey area; construction and development funds for properties along Sixth Street; funds to support the Private SRO Rehabilitation Program for life-safety and code violations in for-profit SROs; and additional funding for two low- and moderate-income home ownership developments in the Hunters Point Redevelopment Project Area.

New Redevelopment Project Areas

- The agency will present Redevelopment Plans for the Bayview Hunters Point Survey Area, the Transbay Survey Area, and the Mid-Market Survey Area to the Board of Supervisors for adoption in the coming year. The adoption of these plans will allow the agency to assist in the economic growth and revitalization of these areas.
- The Bayview Hunters Point Redevelopment Plan pays particular attention to Third Street, which has historically been a neighborhood-serving commercial street that currently has a small consumer market and serves relatively few area residents. In the next year, the agency will complete the Third Street Streetscape Plan, including a façade improvement program for Third Street businesses.
- In 2001-2002, the agency also plans to complete pedestrian improvements along Third Street and Oakdale and Palou Avenues; complete pre-development studies for the Bayview Opera House Plaza; and construct additional affordable housing in the Bayview Hunters Point area.
- The agency will assist the Peninsula Joint Powers Authority and the City and County of San Francisco in their work on the environmental impact review for the Caltrain Extension/Transbay Terminal/Redevelopment Plan.
- The agency will work with the Mid-Market Project Area Committee to develop the Market Street Urban Design Guidelines; coordinate development activity with the City Planning Department; implement a "Main Street" style partnership program; advance an arts/culture/theater district; and study the potential for instituting a Business Improvement District (BID) for Mid-Market.

Redevelopment Budget Comparison
(Dollars in Thousands)

	<u>2000-2001 Approved</u>	<u>2001-2002 Proposed</u>	<u>Variance</u>
<u>Sources</u>			
Property sales	\$ 2,175	\$ 0	(\$ 2,175)
Rentals and leases	9,934	10,676	742
Prior year savings and earnings	11,404	4,939	(6,465)
Developer contributions	8,844	6,202	(2,642)
Grants	12,021	8,140	(3,881)
Other	5,687	5,430	(257)
Bond proceeds	87,147	82,157	(4,990)
Tax increment	34,388	42,030	7,642
Total Sources	\$171,600	\$159,574	(\$ 12,026)
<u>Uses</u>			
Legal	\$ 1,202	\$ 1,182	(\$ 20)
Studies	1,254	1,460	206
Planning	1,218	1,502	284
Acquisition	215	0	(215)
Public improvements	72,032	40,022	(32,010)
Design and review	689	905	216
Relocation	200	400	200
Property maintenance	7,348	8,110	762
Housing production & assistance	42,762	52,424	9,662
Job training & assistance	1,150	1,280	130
Business development	945	3,584	2,639
Other	1,756	2,206	450
Pass-Through Obligations	599	2,095	1,496
Personnel	9,945	10,794	849
Administration	2,966	3,142	176
Debt service	27,319	30,468	3,149
Total Uses	\$171,600	\$159,574	(\$ 12,026)

RENT ARBITRATION BOARD

Mission The Rent Arbitration Board's mission is to enforce the City's rent control ordinances and provide information and guidance to the public on those laws.

Services The board provides landlord-tenant counseling, petition hearings, mediation services, a 24-hour "information-to-go" hotline, and fax-back information services. For more information about these services, please call (415) 252-4600.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$3,234,783	\$3,606,743	\$3,055,286	(\$551,457)	(15.29%)
Total FTE	32.04	34.93	27.06	(7.87)	(22.53%)

Budget Issues and Details

Rent Board Fee

- In 2000-2001, the Board of Supervisors approved a temporary increase of \$3 per rental unit for the duration of one fiscal year. The purpose of the increase was to provide temporary salaries to hire trial attorneys and reduce the backlog of petitions to be heard. The backlog has been successfully eliminated with help of the temporary positions. In 2001-2002, the Rent Board fee will return to the prior \$16 per unit. There is a corresponding decrease in revenue and temporary salaries.

Improving Response to Petitions

- The department made great strides last year to eliminate a backlog of landlord-tenant petitions filed. By law, the Rent Board must schedule a hearing within 45 days of a filing. In an effort to respond in an effective manner, the Rent Board offers mediation of petitions as an alternative to arbitration. In addition, the board averages 28,000 individual contacts with the public each month, either by phone, fax, Internet, or in person. In 2001-2002, if the rate of filings remains constant, the department expects to maintain its improved performance.

Housing Study

- The Rent Board is overseeing and directing the completion of a housing study to be finalized by January 2002. The Rent Board sought input from both the tenant

and landlord communities regarding the scope and the methodology of the study. The result will be a comprehensive look at housing issues in San Francisco and the problems faced by residents of the city in such a tight housing market.

Web Site Improvement Project

- The department looks forward to revising its Web site in the Fall of 2001 in order to provide more comprehensive information and forms for the public, as well as to improve customer service by the addition of on-line survey forms on the department's services and performance.

Proposition H and Capital Improvements

- Last November the voters passed Proposition H. It limits rent increases based on costs for capital improvements, rehabilitation work, or energy conservation measures. Only certified costs of seismic work could be passed through with certain restrictions. Landlords could recover costs if they can show that they are being deprived of a constitutionally required fair return on the property. Pursuant to a lawsuit filed by several landlords, there is currently a stay on the implementation of Proposition H. Therefore, the Rent Arbitration Board continued to process capital improvement petitions under pre-Proposition H regulations. However, on April 1, 2001, the Board of Supervisors approved a moratorium on processing non-seismic capital improvement petitions.
- The uncertainty around the legal viability of Proposition H makes long-range budgetary forecasting difficult for the agency. If Proposition H is upheld and goes into effect, the short-term result will be an increased workload for the department. Since Proposition H applies retroactively to April 10, 2000, decisions in 450 cases issued after that date would have to be re-heard and rewritten under the Proposition H standards.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
RENT BOARD				
Provide timely resolution for all petitions				
■ Number of days for administrative law judges to submit decisions for review	N/A	N/A	N/A	55
Provide timely resolution of all allegations of wrongful eviction filings				
■ Days needed to process allegations of wrongful evictions	N/A	2	4	3

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	32.04	34.93	27.06	(7.87)
Net Operating Positions	32.04	34.93	27.06	(7.87)
REVENUES				
Charges For Services	3,032,899	3,479,071	3,055,286	(423,785)
Other Revenues	20	0	0	0
Fund Balance	0	127,672	0	(127,672)
Other Funding Sources	201,864	0	0	0
Revenue Total	3,234,783	3,606,743	3,055,286	(551,457)
OPERATING EXPENDITURES				
Salaries and Wages	1,911,083	2,212,617	1,857,627	(354,990)
Fringe Benefits	477,284	519,577	464,955	(54,622)
Overhead	55,752	46,275	60,234	13,959
Non-Personal Services	234,554	261,823	169,051	(92,772)
Materials and Supplies	107,331	93,975	34,767	(59,208)
Equipment	39,359	26,679	20,227	(6,452)
Services of Other Departments	409,420	445,797	448,425	2,628
Operating Expenditure Total	3,234,783	3,606,743	3,055,286	(551,457)
EXPENDITURE BY PROGRAM RECAP				
Rent Board	3,234,783	3,606,743	3,055,286	(551,457)
Expenditure By Program Recap Total	3,234,783	3,606,743	3,055,286	(551,457)

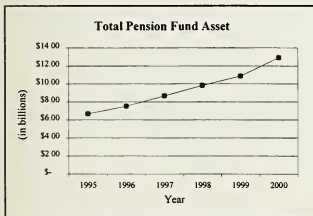
RETIREMENT SYSTEM

Mission The San Francisco City and County Employees' Retirement System is dedicated to securing, protecting and prudently investing the City's pension trust assets; administering mandated benefit programs; and providing promised benefits.

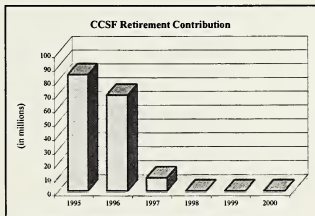
Services The Retirement System disburses monthly benefit checks to 17,400 retirees and beneficiaries; provides counseling to active and retired employees/beneficiaries; implements legislative changes in benefit payments; invests the Trust Fund assets; monitors the performance of external investment managers and maintains information and analyses of capital markets and institutional investment opportunities; and administers the San Francisco Employees' Deferred Compensation Plan. For more information, please call (415) 554-1500.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$11,589,302	\$13,621,350	\$14,310,292	\$688,942	5.06%
Total FTE	68.34	70.95	77.36	6.41	9.03%



This graph depicts the significant increase in the value of the retirement trust holdings from 1995 to 2000. The increase reflects the positive capital market experience of the late 1990s as well as the asset allocation decisions of the Retirement Board. Strong trust fund asset growth has enhanced the security of benefits and allowed for funding of new benefits while continuing zero City contributions to the Plan.



With the gains made in investments, the Retirement System has been able to reduce the City and County's General Fund contribution to the Retirement System. In July 1997, San Francisco City and County's contribution to the Retirement System dropped to zero. This level of performance has continued since then.

Budget Issues and Details

Prudent Investment of Trust Fund Assets

- The Retirement System's Chief Investment Officer announced her retirement effective June 2001. The 2001-2002 budget includes a restructuring of the existing Chief Investment Officer position to ensure that the person who leads the Investment Division exhibits requisite skills and abilities and can enhance the trust fund's successful track record.

Improve Communications with Members

- In March 2000, the Retirement Board adopted a Communications Policy for the Retirement System. The policy mandates the expansion and improved effectiveness of the department's member communication. Part of the 2001-2002 budget includes permanent staffing for the ongoing implementation of the imaging technology project into both the Operations Division and the Investment Division. Bringing retirement, payroll and investment information to the staff's desktops will enhance the timeliness and effectiveness of the department's member communications, counseling and business processing efforts.

Implementation of an Improved Pension Administration System

- Implementation of a new Pension Administration system is the second of a two-part effort to integrate member accounting processes with benefit calculation and payment processes. Final installation of the Pension Administration system is targeted for June 2002 and will replace the existing mainframe-based member accounting system with an improved Pension Administration system. The time and resources expended in the planning, design and development of the new system will ensure a more effective and efficient way of conducting retirement business.

The Retirement System budget includes a new System Administrator/Quality Assurance position to focus on performance measures and business process improvement in the design and implementation of the new system.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>

EMPLOYEE DEFERRED COMPENSATION PLAN

Provide timely and accurate information in the administration of the Deferred Compensation Plan

■ Percentage of eligible City employees who participate in the Deferred Compensation Plan	62%	50%	50%	50%
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INVESTMENT

Maximize investment returns at an acceptable risk level for Plan participants

■ Upper percentile in which the Retirement Plan's return on investment falls, among public pension plans with assets in excess of \$1 billion	1%	49%	49%	49%
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RETIREMENT SERVICES

Provide accurate account and retirement benefit information to members in a timely manner

■ Average number of individualized communications per active Retirement Plan member	1.89	1.20	2.14	1.20
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TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	68.34	70.95	77.36	6.41
Net Operating Positions	68.34	70.95	77.36	6.41
REVENUES				
Use of Money or Property	0	100,000	142,995	42,995
Charges For Services	98,563	150,000	156,300	6,300
Other Revenues	11,490,739	13,116,230	13,745,400	629,170
General Fund Support	0	255,120	265,597	10,477
Revenue Total	11,589,302	13,621,350	14,310,292	688,942
OPERATING EXPENDITURES				
Salaries and Wages	3,972,969	4,466,575	4,975,419	508,844
Fringe Benefits	949,929	1,028,240	1,140,365	112,125
Non-Personal Services	2,349,653	1,730,883	1,722,739	(8,144)
Materials and Supplies	45,760	48,300	54,200	5,900
Equipment	510,489	119,667	216,900	97,233
Services of Other Departments	3,661,939	5,822,565	5,778,772	(43,793)
Operating Expenditure Total	11,490,739	13,216,230	13,888,395	672,165
PROJECT EXPENDITURES				
Employee Deferred Compensation Plan	98,563	405,120	421,897	16,777
Project Expenditure Total	98,563	405,120	421,897	16,777
EXPENDITURE BY PROGRAM RECAP				
Administration	838,658	901,876	917,099	15,223
Employee Deferred Compensation Plan	98,563	405,120	421,897	16,777
Investment	1,208,653	1,361,307	1,589,737	228,430
Retirement Services	9,443,428	10,953,047	11,381,559	428,512
Expenditure By Program Recap Total	11,589,302	13,621,350	14,310,292	688,942

SHERIFF

Mission The mission of the Sheriff's Department is to provide for the safe and secure detention of persons arrested or under court order, operate the county jail facilities and alternative sentencing programs, provide security for city facilities, and execute criminal and civil warrants and court orders.

Services The Sheriff operates jail facilities at the Hall of Justice (Jails 1 and 2), 425 Seventh Street (Jails 8 and 9), the San Bruno Complex (Jails 3 and 7), and at San Francisco General Hospital; provides innovative programs and services both within jails and through alternative programs outside the jails; transports prisoners from district police stations, jails, hospitals and courts; provides security for the Courts, City Hall, Department of Child Support Services, and Emergency Communications Center; and enforces civil judgements, including wage garnishments and evictions. For more information, please call (415) 554-7225.

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$88,241,490	\$97,328,657	\$96,226,379	(\$1,102,278)	(1.13%)
Total FTE	896.25	891.99	934.35	42.36	4.75%

Budget Issues and Details

Meeting Staffing Challenges

- The average population in San Francisco's jails stabilized in 2000-2001 after having significantly increased each year since 1997. With jail facilities at or near capacity, the Sheriff needs a full complement of deputies to ensure the safety and security of staff. Despite an aggressive recruitment campaign, the department continues to struggle with attrition and with high numbers of sworn staff out for training, leave or disability. These factors result in extensive use of overtime to maintain minimum staffing levels.
- The Sheriff's 2001-2002 budget has been realigned to create a separate budget for recruitment and training costs. This budget-neutral tool will allow the department to address the need for additional positions dedicated to training, and will provide for reduced use of overtime once positions have been filled. The department intends to continue to explore ways to retain staff, including more varied assignments and alternative work schedules. Additionally, the Sheriff will continue to pursue an aggressive hiring plan to maintain staff levels.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
ALTERNATIVE PROGRAMS				
Operate alternative sentencing programs				
■ Average daily number of participants in alternative programs	500	550	395	432
■ Hours of work performed in the community	247,100	250,000	46,357	102,600
■ Re-arrest rate for participants in alternative programs	23%	24%	25%	25%

JAIL PROGRAMS

Provide education, skill development, and counseling programs in jail				
■ Average daily number of prisoners participating in programs	1,500	1,500	1,310	1,450
■ Re-arrest rate for prisoners in jail substance abuse treatment and anti-violence programs	40%	40%	40%	40%
■ Number of prisoners taking GED tests	1,300	1,300	637	1,350
■ Percentage of GED tests passed	90%	90%	90%	90%

JAIL SERVICES

Safely transport prisoners				
■ Number of prisoners transported	68,550	68,000	66,300	68,000
■ Percentage of total prisoner transports completed without incident	100%	100%	100%	100%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	899.25	894.99	939.35	44.36
Non-Operating Positions (Funded by Capital/Other)	(3.00)	(3.00)	(5.00)	(2.00)
Net Operating Positions	896.25	891.99	934.35	42.36

REVENUES

Use of Money or Property	89,924	6,061	0	(6,061)
Intergovernmental Revenue - Federal	503,912	744,436	483,782	(260,654)
Intergovernmental Revenue - State	2,130,568	2,825,176	2,710,291	(114,885)
Charges For Services	3,183,200	2,006,000	1,806,000	(200,000)
Expenditure Recovery	7,587,643	8,465,361	8,732,140	266,779
Fund Balance	0	1,701,405	0	(1,701,405)
General Fund Support	74,746,243	81,580,218	82,494,166	913,948
Revenue Total	88,241,490	97,328,657	96,226,379	(1,102,278)

OPERATING EXPENDITURES

Salaries and Wages	53,753,875	54,118,637	54,545,017	426,380
Fringe Benefits	10,388,355	15,301,548	14,195,660	(1,105,888)
Overhead	0	0	33,168	33,168
Non-Personal Services	9,450,543	8,525,669	9,164,989	639,320
Aid Assistance	399,999	400,000	400,000	0
Materials and Supplies	7,615,827	7,279,501	7,451,848	172,347
Equipment	729,219	675,154	323,698	(351,456)
Debt Service	0	0	2,467,892	2,467,892
Services of Other Departments	3,806,711	6,313,149	6,006,107	(307,042)
Transfers Out	190,863	0	0	0
Operating Expenditure Total	86,335,392	92,613,658	94,588,379	1,974,721

PROJECT EXPENDITURES

Facilities Maintenance	292,975	350,000	350,000	0
Capital Inmate Program	3,701	45,000	45,000	0
Civil Furniture & Equipment Fund	49,832	45,000	45,000	0
Jail #2 Fire Code Upgrades	0	0	200,000	200,000
Peace Officer Training	157,719	160,000	160,000	0
Sheriff Inmate Welfare Program	1,253,228	750,000	750,000	0
Vehicle Replacement Program	20,763	88,000	88,000	0
Capital Improvement Projects	127,880	3,276,999	0	(3,276,999)
Project Expenditure Total	1,906,098	4,714,999	1,638,000	(3,076,999)

EXPENDITURE BY PROGRAM RECAP

Alternative Programs	6,155,510	6,787,505	6,807,854	20,349
Besk Case	2,867,698	2,872,824	2,847,423	(25,401)
Civil Enforcement	2,107,515	1,999,692	2,028,062	28,370
County Jail 8 & 9	14,411,388	20,633,583	16,342,023	(4,291,560)
Court Security and Process	5,873,598	6,981,000	7,066,336	85,336
Departmental Services	13,841,330	8,518,801	7,419,597	(1,099,204)

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
Grant Services	2,252,527	3,122,672	2,534,573	(588,099)
Hall of Justice Jails	13,528,442	15,662,426	14,644,673	(1,017,753)
Jail Programs	1,855,128	1,919,627	1,922,575	2,948
Jail Services	10,127,817	9,184,754	8,490,123	(694,631)
San Bruno Jails	12,065,294	16,114,514	18,179,605	2,065,091
Sheriff Administration	1,088,565	1,593,897	1,300,043	(293,854)
SHF-Recruitment & Training	157,719	453,001	4,977,688	4,524,687
Work Order Services	1,908,959	1,484,361	1,665,804	181,443
Expenditure By Program Recap Total	88,241,490	97,328,657	96,226,379	(1,102,278)

STATUS OF WOMEN

Mission The mission of the Department on the Status of Women is to foster the socio-economic, political, and educational advancement of San Francisco's women and girls.

Services Advise the Mayor, Board of Supervisors, and other city departments regarding the needs of women and girls; implement the Convention on the Elimination of Discrimination Against Women (CEDAW); and, through the Violence Against Women Program, work with community-based organizations to provide the following: services for prevention of violence against women, transitional resources and shelter for battered women, and employment discrimination and sexual harassment counseling. For more information about these services, please call (415) 252-2750.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$2,648,567	\$2,669,903	\$2,648,546	(\$21,357)	(0.80%)
Total FTE	7.77	7.84	7.84	0.00	0.00%

Budget Issues and Details

Violence Against Women Programs

- In 2001–2002, the Department on the Status of Women will focus on the first year of a three-year funding cycle of the Violence Against Women programs. The department has completed a needs assessment and presented its recommendations. Based on the result of the needs assessment, the department has identified priority populations, which include sex workers and survivors of sexual assault. The Mayor's budget for next year allocates \$1.8 million for the Violence Against Women programs.

Domestic Violence Crisis Line

- For the first time, the department will implement a multilingual 24-hour domestic violence crisis line. The service will be citywide, coordinating other city crisis lines, suicide hotlines, 911 and other emergency services. The new domestic violence crisis line will provide more effective and timely response to calls that frequently require a multifaceted response.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
COMMISSION ON STATUS OF WOMEN				
Promote gender equity in City services, employment and budget allocations, in accordance with the U. N. Convention to Eliminate All Forms of Discrimination Against Women				
■ Cumulative number of departmental gender analyses completed by COSW	N/A	6	6	6
■ Percentage of recommendations accepted by City departments from COSW's gender analyses	N/A	40%	35%	45%

DOMESTIC VIOLENCE PROGRAM

Reduce victimization by providing crisis line, advocacy, legal, shelter, transitional, and educational/awareness services to women and girls, especially to low-income and underserved communities

■ Percentage of violence against women (VAW) programs evaluated	50%	75%	75%	90%
■ Number of survivors of domestic violence enrolled in transitional programs	N/A	200	171	131
■ Percentage of legal services clients who feel after case closed that they are more stable, independent, and safe	N/A	75%	75%	75%
■ Percentage of women completing the shelter program who have developed or increased their support network	N/A	90%	90%	90%
■ Percentage of survivors completing the transitional program who demonstrate improved economic self-sufficiency	N/A	75%	75%	75%
■ Percentage of survivors completing the transitional program who demonstrate increased healing from trauma of victimization	N/A	80%	80%	80%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	7.77	7.84	7.84	0.00
Net Operating Positions	7.77	7.84	7.84	0.00
REVENUES				
Licenses and Fines	195,222	200,000	200,000	0
Charges For Services	2,970	0	0	0
Expenditure Recovery	54,600	54,600	102,279	47,679
Other Funding Sources	37,335	0	0	0
General Fund Support	2,358,440	2,415,303	2,346,267	(69,036)
Revenue Total	2,648,567	2,669,903	2,648,546	(21,357)
OPERATING EXPENDITURES				
Salaries and Wages	432,150	467,179	465,151	(2,028)
Fringe Benefits	101,429	114,373	116,286	1,913
Non-Personal Services	278,529	208,047	152,726	(55,321)
Aid Assistance	1,777,075	1,801,970	1,853,173	51,203
Materials and Supplies	7,684	10,779	10,779	0
Equipment	0	17,793	0	(17,793)
Services of Other Departments	51,700	49,762	50,431	669
Operating Expenditure Total	2,648,567	2,669,903	2,648,546	(21,357)
EXPENDITURE BY PROGRAM RECAP				
Children's Baseline	0	273,031	273,031	0
Commission On Status of Women	2,429,040	2,212,872	2,191,515	(21,357)
Domestic Violence Program	219,527	184,000	184,000	0
Expenditure By Program Recap Total	2,648,567	2,669,903	2,648,546	(21,357)

TELECOMMUNICATIONS AND INFORMATION SERVICES

Mission The Department of Telecommunications and Information Services (DTIS) provides high quality, cost-effective information technology and telecommunications solutions to city departments; and ensures the availability of telecommunications resources and services to businesses and residents of the City and County of San Francisco.

Services Application development and integration; technology training; hardware and software acquisition; network support; Web site development and support; enterprise systems operation and maintenance services; radio, telephony and pager services; and voice and data infrastructure development and maintenance. The department also manages the City's official Web site, CitySpan, and government cable television channel, CityWatch. For more information about the department's services, please call (415) 554-0800.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$71,874,086	\$71,423,537	\$77,658,001	\$6,234,464	8.73%
Total FTE	313.83	352.01	335.16	(16.85)	(4.79%)

Budget Issues and Details

Justice Tracking and Information System (JUSTIS)

- JUSTIS is a replacement of the City's aging criminal justice court management system (CABLE/CMS). When this multi-year project is completed, the new system will capture criminal history and police incident report data from the City's E911 systems and share it with Police, Sheriff, District Attorney, Public Defender, Superior Court, Adult Probation, and twenty-seven other city, state, and federal agencies. JUSTIS will automate many functions that are currently performed manually and allow criminal justice departments faster and more complete access to critical information.
- Phase I of JUSTIS, the design of the JUSTIS system, was completed in 2000–2001. In 2001–2002, Phase II will develop the central data warehouse and specifications for the selection of case management systems for three departments: Public Defender, District Attorney, and Adult Probation. Phase III, slated for 2002–2003, will install the three case management systems, complete data export from

CMS to the new JUSTIS system, and begin implementation of case management systems in the remaining departments.

New Citywide Email System

- Currently there are several different email systems in use by city departments. This balkanization creates many redundancies and inefficiencies in the administration of these systems. Beginning in 2001-2002 DTIS will start a staged process of converting all city departments to the Lotus Notes email system. This uniformity and standardization will make the city's email system more reliable, and will make it easier for the public to communicate with City officials and offices through email.

A New Facility for Public Access Television

- DTIS administers a grant that is funding the creation of a new public-access television production facility. Managed by the San Francisco Community Television Corporation, the new facility is scheduled to open in August 2001 at 1720 Market Street. The program will offer production training and facilities to individual San Franciscans and community-based nonprofit organizations interested in producing local, non-commercial programming to be carried on the City's public access cable TV channel, Cityvisions—Channel 29.

New Technology for City Web Site

- In 2001-2002, DTIS will test new features for the City's Web site such as "push" technology, which allows citizens interested in a particular topic to receive automatic email updates. For example, someone interested in planning issues could subscribe to automatically receive Planning Commission agendas and minutes.

Centralizing Geographic Information Systems

- The Geographic Information Systems (GIS) is a technology that allows for the integration of city maps, databases, and various other information. It is used by departments such as the Treasurer/Tax Collector, the Department of Public Works, the Mayor's Office of Emergency Services, the Police Department, Administrative Services, and the Assessor's Office to track and manipulate data related to locations and properties in San Francisco, such as business and property ownership, property tax value, crime scene locations, public construction site locations, mapping, and planning.
- In 2001-2002, DTIS will work with relevant departments to implement an enterprise approach to the various applications of GIS. This approach will create a more efficient and uniform environment for this vital City system, in addition to providing better public access to the information in the GIS database.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
OPERATIONS & INFRASTRUCTURE				
Ensure that a "hot site" facility is available to support mission-critical systems and software in the event of an emergency				
■ Percentage of systems that have disaster backup and recovery procedures in place	90%	90%	90%	90%
Ensure that customers are satisfied with the services provided by DTIS				
■ Percentage of client departments that rate DTIS services as good or better	85%	75%	85%	85%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	325.83	367.01	350.16	(16.85)
Non-Operating Positions (Funded by Capital/Other)	(12.00)	(15.00)	(15.00)	0.00
Net Operating Positions	313.83	352.01	335.16	(16.85)

REVENUES

Licenses and Fines	254,704	210,000	240,000	30,000
Use of Money or Property	67,145	109,156	53,000	(56,156)
Charges For Services	1,018,470	487,500	820,754	333,254
Other Revenues	558,973	180,751	0	(180,751)
Transfers In	2,250,000	0	0	0
Expenditure Recovery	63,384,647	67,278,818	73,710,357	6,431,539
Fund Balance	1,396,000	831,344	146,000	(685,344)
Other Funding Sources	1,141,371	0	0	0
General Fund Support	1,802,776	2,325,968	2,687,890	361,922
Revenue Total	71,874,086	71,423,537	77,658,001	6,234,464

OPERATING EXPENDITURES

Salaries and Wages	20,403,239	23,505,037	24,425,390	920,353
Fringe Benefits	4,431,215	5,230,899	5,452,497	221,598
Overhead	0	732,531	758,170	25,639
Non-Personal Services	30,134,457	25,959,090	33,529,029	7,569,939
Materials and Supplies	8,820,390	6,115,584	2,150,563	(3,965,021)
Equipment	4,236,964	5,435,052	6,916,205	1,481,153
Services of Other Departments	2,318,151	2,695,822	2,721,437	25,615
Operating Expenditure Total	70,344,416	69,674,015	75,953,291	6,279,276

PROJECT EXPENDITURES

Facilities Maintenance	7,651	0	37,000	37,000
Citywide Phone Switch Program	357,957	1,000,000	1,000,000	0
Technical Learning Center	861,817	749,522	357,710	(391,812)
Trailer Replacement	0	0	310,000	310,000
Capital Improvement Projects	302,245	0	0	0
Project Expenditure Total	1,529,670	1,749,522	1,704,710	(44,812)

EXPENDITURE BY PROGRAM RECAP

Administration	20,151,064	21,261,993	22,923,296	1,661,303
Cable Television Access	127,118	130,000	0	(130,000)
Operations & Infrastructure	28,908,744	25,748,061	30,068,007	4,319,946
Policy & Planning	3,431,229	3,047,717	2,564,208	(483,509)
Technology Services	19,255,931	21,235,766	22,102,490	866,724
Expenditure By Program Recap Total	71,874,086	71,423,537	77,658,001	6,234,464

TREASURER / TAX COLLECTOR

Mission

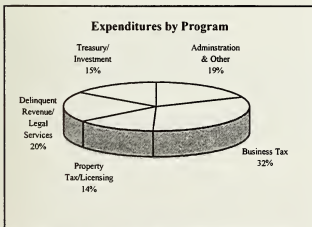
The mission of the Office of the Treasurer and Tax Collector is to facilitate voluntary compliance with the tax laws of the City and County of San Francisco by simplifying all processes and procedures and by providing efficient customer service; collect all taxes and fees due to the City and County of San Francisco; provide safekeeping for all City funds, prudently investing the monies to achieve maximum yield with low risk and high liquidity.

Services

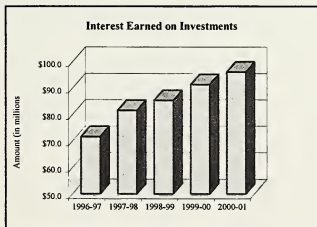
The Treasurer/Tax Collector invests City funds; provides a central payment center for collection of property taxes, payroll expense tax, parking tax, utility tax, stadium admission tax, transient occupancy tax, and other regulatory licenses and permits required by municipal codes; and provides collection services for the City and County's delinquent accounts. For additional information please call (415) 554-4478. For taxpayer assistance please call (415) 554-4400.

Budget Data Summary

	1999-2000 Actual	2000-2001 Revised	2001-2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$15,794,650	\$20,809,545	\$18,217,051	(\$2,592,494)	(12.46%)
Total FTE	182.73	182.43	184.59	2.16	1.18%



This chart depicts the allocation of resources by program area in the Treasurer and Tax Collector's Office for the 2001-2002 budget. The Administration & Other category includes departmental management, taxpayer assistance, and tax assessment.



The chart above tracks the growth in interest earned from our pooled investment portfolio. San Francisco continues to enjoy growth in its interest earnings despite the recent volatility in financial markets.

Budget Issues and Details

Continued Implementation of Banking Service Contracts

- To ensure that the City and County of San Francisco is engaging in prudent government banking practices, the Treasurer put the City's banking business out to competitive bid in 2000-2001. That process is now complete. In 2001-2002, the Office of the Treasurer and Tax Collector will finalize contract negotiations and focus on the seamless transition from current service providers to the new mix of services and vendors.

Continued Replacement of Business Tax System

- Prior assessment of the existing business tax system recommended its replacement. During 2000-2001, funding was established for the replacement project and a multi-year implementation plan began. In 2001-2002, the department will focus on the conversion of its current business tax system, an IDMS system, to an Oracle database system. Data integrity will be of utmost importance as the department undertakes this conversion.

Enhanced Collection of Parking Tax Revenue

- The department will continue implementation of a program designed to enhance the collection of parking taxes. This program will require bonding for parking lot operators, establish a certificate of authority element, coordinate with Caltrans, and incorporate a geographic information system (GIS) and database to track parking lots and operators.

Repeal of the Gross Receipts Measure

- The Board of Supervisors recently repealed the City's gross receipts business tax. Henceforth, only payroll expense will be used to calculate San Francisco business taxes. In the next few months, the Treasurer/Tax Collector will notify business owners who paid taxes based upon the gross receipts measure for the Tax Year 2000 that they may be entitled to a refund.

PERFORMANCE MEASURES

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
DEPARTMENTAL MANAGEMENT				
Expand access to City government by placing information and transactions on-line				
■ Percentage of common forms made available via the Internet	85%	100%	100%	100%
■ Percentage of growth in "hits" on Department web site	N/A	25%	30%	50%
■ Percentage of growth in transactions completed via the Internet	N/A	100%	90%	100%
Provide superior customer service and answer all taxpayer questions				
■ Percentage of customers rating City Payment Center and Information Counter overall as excellent or good in customer surveys	90%	90%	95%	95%
■ Maximum number of days before e-mails to the Department are answered	1	1	1	1
TTX-DELINQUENT REVENUE				
Maximize revenue through intensive collection activity against delinquent Business Tax accounts				
■ Amount of revenue collected on delinquent business taxes, in millions	\$7	\$14	\$20	\$21
■ Number of escrow/bankruptcy claims filed	700	750	2,900	3,200
TTX-INVESTMENT				
Manage the City's investment portfolio to preserve capital, maintain liquidity and enhance yield				
■ Accuracy rate of forecasting of cash on hand	85%	90%	90%	90%
TTX-PROPERTY TAX/LICENSING				
Maintain low property tax delinquency rates				
■ Combined delinquency rate of secured and unsecured property taxes	1.77%	1.60%	1.60%	1.50%
■ San Francisco's rank among California counties	5	4	N/A	3
TTX-TREASURY				
Make the Passport Application Acceptance Facility more efficient and convenient for customers				
■ Percentage increase of non-General Fund revenue generated through passport processing	N/A	10%	60%	15%
Maximize interest earnings for San Francisco by processing payments efficiently				
■ Percentage of all payments received that are processed/deposited during the same business day	97%	99%	99%	99%

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	182.73	182.43	184.59	2.16
Net Operating Positions	182.73	182.43	184.59	2.16
REVENUES				
Local Taxes	124,422	123,509	143,707	20,198
Licenses and Fines	169,320	148,000	236,462	88,462
Use of Money or Property	2,409,600	2,549,000	2,765,983	216,983
Charges For Services	585,893	475,000	475,000	0
Other Revenues	27,098	162,495	325,000	162,505
Transfers In	21,076	21,076	21,076	0
Expenditure Recovery	1,113,906	1,260,741	1,347,161	86,420
General Fund Support	11,343,335	16,069,724	12,902,662	(3,167,062)
Revenue Total	15,794,650	20,809,545	18,217,051	(2,592,494)
OPERATING EXPENDITURES				
Salaries and Wages	9,494,230	10,076,206	10,512,343	436,137
Fringe Benefits	2,344,305	2,459,667	2,582,125	122,458
Non-Personal Services	1,022,295	3,914,437	901,733	(3,012,704)
Materials and Supplies	308,840	281,561	361,670	80,109
Equipment	18,341	0	70,000	70,000
Services of Other Departments	2,606,639	4,077,674	3,789,180	(288,494)
Operating Expenditure Total	15,794,650	20,809,545	18,217,051	(2,592,494)
EXPENDITURE BY PROGRAM RECAP				
Departmental Management	701,403	3,815,557	1,761,332	(2,054,225)
Legal Service	491,093	538,410	553,320	14,910
Tax Assessment	529,153	470,493	484,063	13,570
TTX Taxpayer Assistance	694,625	873,534	944,378	70,844
TTX-Business Tax	5,533,170	7,056,598	5,356,819	(1,699,779)
TTX-Delinquent Revenue	3,122,927	3,349,185	3,527,893	178,708
TTX-Investment	634,197	759,156	758,912	(244)
TTX-Property Tax/Licensing	2,180,161	1,791,179	2,483,792	692,613
TTX-Treasury	1,907,921	2,155,433	2,346,542	191,109
Expenditure By Program Recap Total	15,794,650	20,809,545	18,217,051	(2,592,494)

PERFORMANCE BUDGET: TREASURER / TAX COLLECTOR – BUREAU OF DELINQUENT REVENUE

Mission The mission of the Bureau of Delinquent Revenue (BDR) is to serve San Francisco with expertise in all collection matters, recover accrued debts, enforce local ordinances and achieve compliance thereof. The Bureau balances this commitment with providing efficient, effective and equitable service to the public and business communities.

Accomplishments 2000–2001

- Increased clearance collections 26.7 percent over collections in 1999-2000
- Collected \$3.1 million of delinquent hotel tax funds in the third quarter of 2000-2001, compared to \$717,000 for the same period in 1999-2000
- Collected \$1.8 million on delinquent parking tax accounts in the first three quarters of 2000-2001, compared to \$797,000 in 1999-2000
- Upgraded collection process for delinquent Unsecured Personal Property (UPP) taxes, allowing staff to place electronic holds on automatic liens when necessary
- Shifted collection of delinquent loan accounts from the Mayor's Office of Community Development to the BDR, earning a 15 percent commission
- Met monthly collection goals over 95 percent of the time

Objectives 2001–2002

- Maximize revenues through intensified collection activity against delinquent business tax accounts
- Solicit lists of businesses from various sources for research and possible identification of unregistered businesses
- Establish partnership with the Franchise Tax Board to cross-match business lists and determine registration status of additional businesses
- Enhance UPP electronic system, making a comment screen available to collectors and adding UPP supplemental bills to the automatic lien procedure

Summary of Programs

	2001–2002 Proposed	
	Expenditures	Personnel FTE
Clearance/Business Tax Unit	742,090	9.00
Totals	\$742,090	9.00

Program Details

Clearance/Business Tax Unit

The Clearance staff works with business owners, and with the Business Tax and Property Tax Divisions, to collect all delinquent business-related taxes, including unsecured personal property taxes, or to resolve the situation in a manner fair to the interests of the customer and the City. Collection agents identify unregistered businesses and issue Statements of Accounts to registered businesses with delinquent tax obligations.

In 2000-2001 the Clearance/Business Tax Unit of BDR expects to generate nearly \$30 million in total revenue (including all collection sources) at a cost of under \$750,000, for a projected cost/revenue ratio below three percent. This low expense rate compares favorably to contingency fees, ranging between ten and fifty percent, charged by private vendors.

The Unsecured Personal Property delinquency rate reached an exceptional low of 2.11 percent in 1999-2000. The Bureau of Delinquent Revenue has set an historically low target of 2.5 percent for the UPP delinquency rate in 2001-2002. It should be noted that external factors may influence this rate and drive it above the 2.5 percent target.

Recent changes in the Business Tax Ordinance may make the collection of revenue from (already-registered) delinquent business tax accounts less cost-effective in upcoming fiscal years. Clearance collectors will therefore devote greater resources to the identification of unregistered businesses in 2001-2002, shifting emphasis from registered business tax accounts and delinquent UPP taxes. As a part of this change in focus, Clearance Unit staff has intensified its efforts to conduct "in-house surveys," in which collection agents locate unregistered businesses by comparing business lists (purchased from vendors such as Dun & Bradstreet) against the Business Tax System rolls. Collectors notify delinquent businesses of their obligations and work with them to collect revenue. BDR has also developed a partnership with the Franchise Tax Board (FTB) to cross-match files and identify additional unregistered businesses.

Performance Measures

	1999-2000 <u>Actual</u>	2000-2001 <u>Target</u>	2000-2001 <u>Projected</u>	2001-2002 <u>Target</u>
■ Cost as percentage of total revenue generated	3.4%	3.0%	2.9%	2.8%
■ Revenue collected from delinquent business tax accounts (in millions)	7	14	20	21
■ Percentage of collectors who meet monthly collection revenue goal (delinquent business tax only)	N/A	90%	97.6%	90%
■ Number of businesses registered after being identified from external lists	N/A	120	120	800
■ Unsecured Personal Property Tax Delinquency rate	2.11%	2.50%	2.50%	2.50%

Budget**2001-2002****Proposed****PERSONNEL****FTE**

4366 Collection Supervisor

1.00

4308 Sr Collection Agent

8.00

Total Program Personnel**9.00****REVENUES**

General Fund Support

742,090

Revenue Total**742,090****OPERATING EXPENDITURES**

Salaries and Wages

493,609

Fringe Benefits

123,402

Overhead

68,827

Non-Personal Services

13,964

Materials and Supplies

13,800

Equipment

15,500

Services of Other Departments

12,988

Operating Expenditure Total**742,090****Program Expenditure Total****742,090**

TRIAL COURTS

According to the constitution of the State of California, the Judicial Branch, which includes the Trial Courts, is a separate and equal branch of government. This separation precludes the Executive Branch from reviewing Judicial Branch budgets. As a convenience, however, Trial Courts data are included on the following pages for appropriate action by the Board of Supervisors.

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	18.80	19.50	20.00	0.50
Non-Operating Positions (Funded by Capital/Other)	0.00	(1.00)	(1.50)	(0.50)
Net Operating Positions	18.80	18.50	18.50	0.00

REVENUES

Licenses and Fines	0	169,650	58,000	(111,650)
Use of Money or Property	297,093	268,600	438,500	169,900
Intergovernmental Revenue - Federal	590,044	73,140	0	(73,140)
Intergovernmental Revenue - State	934,368	1,128,188	1,128,188	0
Charges For Services	3,951,954	5,171,473	4,552,114	(619,359)
Transfers In	508,000	0	0	0
Fund Balance	0	199,753	0	(199,753)
General Fund Support	30,544,622	31,686,469	32,394,226	707,757
Revenue Total	36,826,081	38,697,273	38,571,028	(126,245)

OPERATING EXPENDITURES

Salaries and Wages	877,606	1,018,939	1,156,696	137,757
Fringe Benefits	307,722	333,168	404,167	70,999
Non-Personal Services	30,185,164	29,943,601	30,471,008	527,407
Materials and Supplies	20,544	15,238	16,897	1,659
Equipment	29,765	10,786	0	(10,786)
Services of Other Departments	931,784	1,422,474	1,328,824	(93,650)
Operating Expenditure Total	32,352,585	32,744,206	33,377,592	633,386

PROJECT EXPENDITURES

Children's Waiting Room Project	0	126,000	150,000	24,000
Courtroom Debt Service	3,726,285	4,269,164	4,275,314	6,150
Dispute Resolution	355,022	462,253	401,500	(60,753)
Juv Dependency Mediation-Birth Cert Fee	126,638	136,591	93,822	(42,769)
Superior Court Maintenance	85,996	36,000	56,000	20,000
Temporary Courtroom Construction 1	179,555	208,059	216,800	8,741
Capital Improvement Projects	0	715,000	0	(715,000)
Project Expenditure Total	4,473,496	5,953,067	5,193,436	(759,631)

EXPENDITURE BY PROGRAM RECAP

Court House Debt Service	3,905,840	5,192,223	4,492,114	(700,109)
Dispute Resolution Program	366,031	462,253	401,500	(60,753)
District Attorney Child Support Services	1,071,964	1,225,791	1,471,606	245,815
Indigent Defense/Grand Jury	6,417,130	6,569,430	7,010,430	441,000
Trial Court Services	25,065,116	25,247,576	25,195,378	(52,198)
Expenditure By Program Recap Total	36,826,081	38,697,273	38,571,028	(126,245)

WAR MEMORIAL

Mission The mission of the War Memorial Department is to manage and operate the War Memorial and Performance Arts Center buildings and grounds. These include the War Memorial Opera House, War Memorial Veterans Building, Louise M. Davies Symphony Hall, Harold L. Zellerbach Rehearsal Hall, and the Memorial Court.

Services Operate, maintain, and rent the War Memorial's entertainment and cultural facilities. For more information about these services, please call (415) 621-6600.

Budget Data Summary

	1999–2000 Actual	2000–2001 Revised	2001–2002 Proposed	Variance : Proposed vs Revised	
				Nominal	Percent
Total Expenditures	\$10,756,882	\$11,308,197	\$11,822,637	\$514,440	4.55%
Total FTE	94.27	94.29	94.70	0.41	0.43%

Budget Issues and Details

Investing in Facility Improvements

- To continue to maintain successful utilization of the Performing Arts Center facilities, the War Memorial must plan for and implement the timely construction, repair, remodeling, maintenance and upgrade of its buildings and grounds. During 2001–2002, the War Memorial will continue its on-going maintenance programs and implement upgrades and improvements totaling approximately \$2 million.
- The department will invest \$500,000 to complete the cooling system replacements and initiate new building safety improvements for Davies Hall. Planned seismic, fire alarm and sprinkler systems improvements to the Opera House total more than \$700,000. In addition, over \$300,000 in improvements to the Zellerbach Rehearsal Hall, Herbst Theatre, and Veteran's Building will be completed. These projects are in addition to the annual facilities maintenance budget of \$450,000.
- In 2001–2002, one of the major issues for the War Memorial Department will be to plan for the future of the Veterans Building. This complex issue involves the development of plans for construction of seismic strengthening and modernization. This process includes evaluating the short- and long-term needs of the beneficiaries of the War Memorial Trust Agreement who use and occupy the Veterans Building.

PERFORMANCE MEASURES

	1999-2000	2000-2001	2000-2001	2001-2002
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
OPERATIONS & MAINTENANCE				
Provide continued successful utilization of the facilities				
■ Opera House percentage of days rented	96%	96%	95%	95%
■ Davies Symphony Hall percentage of days rented	85%	80%	83%	84%
■ Herbst Theatre percentage of days rented	69%	62%	62%	64%
■ Green Room percentage of days rented	46%	51%	52%	60%
Provide maximum number of performances and events				
■ Opera House performances/events	203	205	220	220
■ Davies Symphony Hall performances/events	233	225	236	240
■ Herbst Theatre performances/events	235	195	208	218
■ Green Room performances/events	162	168	174	180

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	94.74	94.59	94.70	0.11
Non-Operating Positions (Funded by Capital/Other)	(0.47)	(0.30)	0.00	0.30
Net Operating Positions	94.27	94.29	94.70	0.41

REVENUES

Local Taxes	8,842,121	8,934,631	10,212,650	1,278,019
Use of Money or Property	1,217,705	1,134,363	1,138,470	4,107
Charges For Services	209,556	202,279	208,335	6,056
Other Revenues	0	10,000	0	(10,000)
Expenditure Recovery	487,500	487,506	263,182	(224,324)
Fund Balance	0	539,418	0	(539,418)
Revenue Total	10,756,882	11,308,197	11,822,637	514,440

OPERATING EXPENDITURES

Salaries and Wages	4,454,773	4,978,819	5,234,039	255,220
Fringe Benefits	1,132,549	1,238,239	1,297,316	59,077
Overhead	279,924	280,856	287,607	6,751
Non-Personal Services	456,226	521,378	534,572	13,194
Materials and Supplies	262,576	260,185	296,795	36,610
Equipment	26,636	89,200	17,500	(71,700)
Services of Other Departments	1,012,836	1,193,412	1,404,075	210,663
Transfers Out	1,278,167	0	0	0
Budgetary Reserves	1,526,862	667,957	950,733	282,776
Operating Expenditure Total	10,430,549	9,230,046	10,022,637	792,591

PROJECT EXPENDITURES

Facilities Maintenance	326,333	450,000	450,000	0
Davies Hall-Fire Alarm/HVAC Upgrade Ph3	0	450,000	250,000	(200,000)
Davies: Repl Cooling Towers-Ph 1 Study	0	20,000	250,000	230,000
Herbst Theatre: Replace Carpet	0	0	150,000	150,000
Opera House Post-ESP2 Modifications	0	125,000	125,000	0
Opera House: Electric Power Mgmt	0	0	100,000	100,000
Opera House: Fire Alarm System Upgrade	0	0	200,000	200,000
Opera House: Fire Sprinkler Sys Upgrade	0	0	200,000	200,000
Zellerbach Reh. Hall: Fire Alarm Sy Upgr	0	0	75,000	75,000
Capital Improvement Projects	0	1,033,151	0	(1,033,151)
Project Expenditure Total	326,333	2,078,151	1,800,000	(278,151)

EXPENDITURE BY PROGRAM RECAP

Operations & Maintenance	10,756,882	11,308,197	11,822,637	514,440
Expenditure By Program Recap Total	10,756,882	11,308,197	11,822,637	514,440

***Bonded Debt and Other General
City Responsibilities***

BONDED DEBT AND LONG TERM OBLIGATIONS

Mission To provide and manage low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefit to the City and its inhabitants.

Strategic Issues

- Manage and maintain moderate debt levels by continued adherence to prudent debt affordability and planning.
- Meet significant capital demands through staged debt financing and alternate financing mechanisms such as public/private partnerships.
- Improve the City's bond ratings by staged growth in bonded indebtedness at levels significantly lower than related growth in the City's tax and revenue base.

Background

The City and County of San Francisco enjoys national recognition among investors of municipal debt obligations as a high profile economic center of one of the country's largest, most vibrant metropolitan areas. Investor interest benefits the City in the form of lower interest rates and lower annual debt service expenditures compared to other California cities.

The City utilizes three principal types of municipal debt obligations to finance long-term capital projects: general obligation ("G.O.") bonds, lease revenue bonds, and certificates of participation. The City relies on the issuance of G.O. bonds to leverage property tax receipts for voter-approved capital expenditures for the acquisition or improvement of real property such as public office buildings, libraries, health care, and fine arts and educational facilities.

The City utilizes lease revenue bonds and certificates of participation to leverage General Fund receipts (such as fees and charges) to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the City. Debt service payments for lease revenue bonds and certificates of participation are typically paid from either revenues of the related project or fees, taxes, or surcharges imposed on users of the project. For example, debt service on the lease revenue bonds issued to construct the new 911 Combined Emergency Communications Center primarily are repaid from the Emergency Response Fee (ERF) on residential and commercial telephone lines. However, the ERF is not directly pledged for such debt service and repayment can be funded from any source of General Fund revenues.

In fiscal years 1993-1994 through 1996-1997, the City utilized tax and revenue anticipation notes, a common short-term obligation, to meet ongoing General Fund expenditures in advance of revenue collections.

Ratings

The City's G.O. bond debt, which carries the City's strongest ratings, currently is rated Aa3/AA/AA by Moody's Investor Services, Standard & Poor's Credit Market Services and Fitch, Inc., respectively, with AAA being the highest rating attainable. In September 1997, Moody's upgraded the City's rating from A1 to Aa3 based upon improved financial operations and restored General Fund reserve levels. In May 2000, Standard & Poor's upgraded the City's rating from AA- to AA based upon the City's strong growing, diverse economy coupled with its improved financial position and conservative budgeting practices.

The City's lease revenue bonds are rated A1/A/A+ by Moody's, Standard & Poor's and Fitch, respectively. The ratings are essentially one rating level below the City's G.O. bond ratings, a normal relationship between G.O. bonds and lease revenue bonds. This difference can be attributed in part to the less stringent voter requirement for lease revenue bonds.

Despite the City's sizable budget requirements, federal funding uncertainties and numerous capital projects, the ratings reflect overall strengths such as high property values and income levels, strong economic growth within the region, moderate debt levels, and strict Charter requirements to maintain budget balances and constrain expenditures.

Debt Profile

Pursuant to the City Charter, the City must have voter authorization to issue G.O. bonds and lease revenue bonds. In the case of G.O. bonds, authorization is required by a two-thirds majority vote. In the case of lease revenue bonds, authorization is required by a simple majority vote (50 percent of those voting plus one). From June 1, 1990 to November 7, 2000, the electorate has voted on 37 bond measures and approved 22, or 59 percent.

The City's outstanding debt consists of G.O. bonds, lease revenue bonds, certificates of participation and long-term obligations issued by public agencies whose jurisdictions overlap the boundaries of the City in whole or in part.

General Obligation Bonds

As mentioned above, the City's issuance of G.O. bonds must be approved by at least two-thirds of the voters. In addition, the principal amount of bonds outstanding at any one time must not exceed three percent of the net assessed value of all taxable real and personal property located within the boundaries of the City.

As a result of the voter-approval process, there is a significant lag time between the date of voter approval and the time the bonds are actually issued and outstanding. In addition, large-scale capital projects are typically completed over a number of years. For federal tax and debt management reasons, the bonds are issued in installments. Therefore, because bonds are repaid in the interim and because the authorized amount is issued in installments, the full amount of G.O. bonds authorized by the electorate typically exceeds the amount of G.O. bonds outstanding.

As of July 1, 2001, the total amount of G.O. bonds authorized by the voters but not yet issued will be \$951,845,000, assuming the City proceeds with its current plans to issue approximately \$57,665,000 of G.O. bonds in the latter part of fiscal year 2000-2001. Of the \$974,400,000 bonds outstanding, a total principal amount of \$1,242,395,000 was originally issued. Table 1 lists the City's outstanding G.O. bonds including authorized programs where G.O. bonds have not yet been issued.

With the exception of two series, debt service on the City's on G.O. bonds is repaid from taxes levied on all real and personal property within the City boundaries. In the early 1970's, the City pledged its taxing authority as security for repayment of G.O. bonds issued on behalf of the Port Commission. In 1969, upon the transfer of the Port Commission from the State of California to the City, the City assumed State-issued G.O. bonds which funded Port facility improvements. These State-issued bonds have now been fully defeased. The City-issued bonds remain outstanding and these bonds are repaid from Port revenues. Thus, of the \$974,400,000 in G.O. bonds that will be outstanding on July 1, 2001, \$3,200,000 is payable from Port revenues and not property taxes.

Table 1: General Obligation Bonds (as of July 1, 2001)

Description of Issue (Date of Authorization)	Series	Issued	Outstanding	Authorized & Unissued
Harbor Improvement Bonds	A	20,000,000	1,600,000	—
	B	10,000,000	1,600,000	—
Public Safety Improvement Projects (11/7/89)	1993A	15,500,000	11,175,000	—
	1994A	3,455,000	320,000	—
	1996B	7,645,000	2,780,000	—
Public Safety Improvement Projects (6/5/90)	1993B	65,000,000	46,855,000	—
	1994B	18,100,000	1,665,000	—
	1995A	18,480,000	15,630,000	— [1]
Golden Gate Park Improvements (6/2/92)	1993C	8,135,000	5,755,000	—
	1995B	26,000,000	21,990,000	—
	1997A	25,105,000	21,795,000	—
	2001A	17,060,000	17,060,000	—
Fire Department Facilities Project (11/3/92)	1993D	16,410,000	11,610,000	—
	1994D	10,105,000	930,000	—
	1996C	14,285,000	5,175,000	—
Seismic Safety Loan Program (11/3/92)	1994A	35,000,000	28,050,000	315,000,000
School District Facilities Improvements (6/7/94)	1994C	30,650,000	2,820,000	—
	1996D	42,300,000	15,320,000	—
	1997B	22,050,000	19,145,000	—
Asian Art Museum Project (11/8/94)	1996E	25,000,000	9,060,000	—
	1999D	16,730,000	15,740,000	—
City Hall Improvement (11/8/95)	1996A	63,590,000	30,685,000	—
Steinhart Aquarium Improvement (11/8/95)			—	29,245,000
Affordable Housing Bonds (11/5/96)	1998A	20,000,000	18,390,000	—
	1999A	20,000,000	19,000,000	—
	2000D	20,000,000	19,385,000	—
	2001C	17,000,000	17,000,000	— [2]
	2001D	23,000,000	23,000,000	— [2]
City College (6/3/97)	1999A	20,395,000	19,130,000	—
	2000A	29,605,000	28,775,000	—
San Francisco Unified School District (6/3/97)	1999B	60,520,000	56,775,000	29,480,000
Zoo Bonds (6/3/97)	1999C	16,845,000	15,800,000	—
	2000B	17,440,000	16,950,000	13,715,000
Laguna Honda Hospital (11/2/99)		—	—	299,000,000
Recreation and Parks (3/7/00)	2000C	6,180,000	6,005,000	—
	2001B	14,060,000	14,060,000	89,760,000
California Academy of Sciences (3/7/00)		—	—	87,445,000
Branch Library Bonds (11/7/00)	2001E	17,665,000	17,665,000	88,200,000 [2]
SUB TOTALS		\$907,770,000	\$558,695,000	\$951,845,000
General Obligation Refunding Bonds Series 1997-I issued 10/27/97		449,085,000	415,705,000	
TOTALS		\$1,356,855,000	\$974,400,000	\$951,845,000

[1] Reflects reductions from approved FEMA and State grants totaling \$122,460,000 as provided in the bond authorization.

[2] Anticipated to be issued by June 30, 2001.

Source: Mayor's Office of Public Finance, City & County of San Francisco

The 2001-2002 budget provides \$111,382,907 for the payment of debt service on \$1,128,915,000 in G.O. bonds (Table 2), which includes approximately \$57,665,000 in bonds to be issued by June 30, 2001, \$91,715,000 in bonds anticipated to be issued in Fall 2001 and \$66,000,000 in bonds which may be issued in Spring 2002.

Table 2: Budgeted Debt Service for Fiscal Year 2001-2002

<u>Principal Outstanding</u>	
General Obligations	\$ 974,400,000
Less Self-Supporting Port Bonds	(3,200,000)
Plus Expected New Issuance	<u>157,715,000</u>
Total General Obligations	\$1,128,915,000
Long-Term Obligations	\$ 785,773,250
Plus Expected New Issuance	<u>111,515,000</u>
Total Long-Term Obligations	\$897,288,250
Total Principal Outstanding	\$2,026,203,250
<u>Annual Debt Service</u>	
General Obligation Bonds	\$111,382,907
Long-Term Obligations	<u>73,896,001</u>
Total Annual Debt Service	\$185,278,908

Long-Term Obligations

Long-term obligations consist of lease financings known as lease revenue bonds and certificates of participation. Pursuant to the Charter, lease revenue bonds must be approved by a simple majority of the voters. As with G.O. bonds, there is frequently a significant delay between the date of voter authorization and the time the lease obligations are actually issued. Thus, the full amount of lease revenue bonds authorized by the electorate exceeds the amount of lease revenue bonds outstanding. As of July 1, 2001, the City will have \$785,773,250 in long-term obligations outstanding.

As shown in Table 2, the 2001-2002 budget provides for the payment of debt service on \$907,238,250 in long-term obligations expected to be outstanding during the fiscal year. The 2001-2002 budget for long-term obligation debt service is \$73,896,001 which includes debt service on approximately \$63,685,000 in settlement obligation bonds anticipated to be issued in August 2001 and \$47,830,000 in bonds anticipated to be issued in Fall 2001.

An additional \$114,070,000 in lease revenue bonds has been authorized by the voters but not yet issued. This does not include lease revenue bonds authorized by the voters in an unspecified amount under Proposition F in 1989 which may be issued to construct various parking facilities within the City.

Tax and Revenue Anticipation Notes

Pursuant to the Charter and the Constitution and laws of the State of California, the City may issue tax and revenue anticipation notes ("Notes"). The Notes are general obligations of the City payable solely from Unrestricted Revenues of the City's General Fund in the fiscal year in which such Notes are issued. Notes issued in any given fiscal year may not exceed 85 percent of the estimated Unrestricted Revenues legally available for payment of the Notes. Proceeds of the Notes may only be used to pay obligations of the General Fund occurring in the fiscal year in which the Notes are issued.

The City has not issued Notes since 1996-1997 and does not anticipate issuing Notes in 2001-2002.

Overlapping Debt Obligations

Overlapping debt obligations are long-term obligations sold in the public credit markets by public agencies whose boundaries overlap the boundaries of the City in whole or in part. These overlapping debt obligations generally are not repaid from revenues of the City nor are they necessarily obligations secured by land within the City. In many cases overlapping debt obligations issued by a public agency are payable only from the revenues of the public agency such as sales tax receipts generated within the City's boundaries. Overlapping debt obligations of the City have been issued by such public agencies as the San Francisco Redevelopment Agency, the Bayshore-Hester Assessment District, the San Francisco Bay Area Rapid Transit District (BART), Community College District and the San Francisco Unified School District.

As of July 1, 2001, the City estimates that \$285,838,333 in overlapping debt obligations will be outstanding. As these are direct obligations of other public agencies, no debt service with respect to these obligations is included in the City's 2001-2002 budget.

Debt Capacity

The City's debt limit for G.O. bond issuance is governed by Section 9.106 of the City's Charter and is subject to Article XIII of the State Constitution. Under the Charter, the City's capacity to issue G.O. bonds is limited to 3 percent of the assessed value of all taxable real and personal property located within the jurisdiction of the City and County of San Francisco.

As indicated in Table 3, the City has a G.O. bond limit of \$2.3 billion in 2000-2001, based upon the Controller's Certificate of Assessed Valuation released on August 15, 2000. As of July 1, 2001, the City will have \$974,400,000 of G.O. bonds outstanding (including \$3,200,000 in G.O. bonds paid by the Port and not carried on the tax roll) which results in a G.O. bond debt to assessed value ratio of 1.25 percent. The City's remaining legal capacity for G.O. bond debt will be \$1,355,086,178 based on the 2000-2001 Assessed Valuation. The 2001-2002 Assessed Valuation, to be released in August 2001, will likely result in modest growth in the City's G.O. bond debt capacity.

Table 3: Calculation of Debt Limit Ratio

Debt Limit Ratio: 3% of Net Assessed Value	
Estimated Assessed Value (8/15/00)	\$81,065,803,388
Less Exemptions	<u>(3,416,264,118)</u>
Estimated Net Assessed Value (8/15/00)	\$77,649,539,270
Legal Debt Capacity (3%)	\$2,329,486,178
Outstanding G.O. Bonds (7/1/01)	\$974,400,000
G.O. Debt Ratio (7/1/01)	1.25%
Unused Capacity	\$1,355,086,178

The voters have approved an additional \$951,845,000 in G.O. bonds which the City has not yet issued. The amount of authorized but unissued debt is not included in the debt limit calculation since the limit applies only to outstanding bonds.

Despite authorization for the issuance of new debt, principal on previously issued bonds is repaid on a continuous basis allowing for additional debt capacity. Furthermore, debt capacity will increase (or decrease) in proportion to an increase (or decrease) in the assessed value of all real and personal property within the City.

GENERAL CITY RESPONSIBILITY

General City Responsibility is a department designation for expenditures that are citywide in nature. For example, General Fund payment of claims, retiree subsidies or health services administration costs are budgeted in General City Responsibility rather than allocating charges to over sixty departments citywide.

TOTAL BUDGET - HISTORICAL COMPARISON

			2000-2001 vs	
	1999-2000	2000-2001	2001-2002	2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
AUTHORIZED POSITIONS FTE				
Total Authorized	0.00	2.00	2.75	0.75
Net Operating Positions	0.00	2.00	2.75	0.75
REVENUES				
Local Taxes	87,676,630	100,124,004	108,900,619	8,776,615
Use of Money or Property	18,881,236	0	0	0
Intergovernmental Revenue - Federal	0	0	1,500,000	1,500,000
Intergovernmental Revenue - State	462,905	1,109,489	1,109,489	0
Charges For Services	15,115	0	0	0
Other Revenues	0	0	62,800,000	62,800,000
Transfers In	503,528	0	0	0
Expenditure Recovery	0	2,384,503	1,220,457	(1,164,046)
General Fund Support	139,809,212	180,492,387	260,286,704	79,794,317
Revenue Total	247,348,626	284,110,383	435,817,269	151,706,886
OPERATING EXPENDITURES				
Salaries and Wages	0	182,802	187,314	4,512
Fringe Benefits	11,219,492	17,570,570	22,862,475	5,291,905
Non-Personal Services	33,527,200	10,339,762	22,289,762	11,950,000
Debt Service	92,686,481	101,233,493	117,091,775	15,858,282
Services of Other Departments	994,934	72,000	72,000	0
Transfers Out	334,059,305	331,713,216	378,925,997	47,212,781
Budgetary Reserves	0	57,984,648	91,730,926	33,746,278
Departmental Transfer Adjustment	(227,264,017)	(240,770,123)	(271,612,214)	(30,842,091)
Operating Expenditure Total	245,223,395	278,326,368	361,548,035	83,221,667
PROJECT EXPENDITURES				
Business Tax Settlement	0	0	62,800,000	62,800,000
Citywide Email	0	0	2,000,000	2,000,000
Computer Network Improvements	0	0	2,196,422	2,196,422
Computer Store Oversight	0	513,875	595,457	81,582
Court Management System	0	0	1,859,755	1,859,755
JUSTIS	1,340,463	4,452,540	4,000,000	(452,540)
Prop Q Contracts	755,759	817,600	817,600	0
Capital Improvement Projects	29,009	0	0	0
Project Expenditure Total	2,125,231	5,784,015	74,269,234	68,485,219
EXPENDITURE BY PROGRAM RECAP				
General City Responsibilities	474,612,643	524,880,506	707,429,483	182,548,977
Departmental Transfer Adjustment	(227,264,017)	(240,770,123)	(271,612,214)	(30,842,091)
Expenditure By Program Recap Total	247,348,626	284,110,383	435,817,269	151,706,886

GENERAL FUND UNALLOCATED

General Fund Unallocated is a department designation for revenues that are not directly attributable to a city department. For example, undesignated property taxes, business taxes and hotel taxes are deposited into General Fund Unallocated. The benefits of these revenues are spread to departments in the form of a General Fund subsidy allocation.

TOTAL BUDGET - HISTORICAL COMPARISON

	1999-2000	2000-2001	2001-2002	2000-2001 vs 2001-2002
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>Variance</u>
REVENUES				
Local Taxes	1,050,131,826	1,052,294,851	1,154,921,107	102,626,256
Licenses and Fines	12,823,034	13,095,738	14,384,000	1,288,262
Use of Money or Property	5,354,065	22,554,000	21,967,000	(587,000)
Intergovernmental Revenue - Federal	480,879	0	0	0
Intergovernmental Revenue - State	95,727,770	105,705,097	106,622,097	917,000
Charges For Services	12,463,859	12,066,056	10,467,221	(1,598,835)
Other Revenues	1,889,579	400,000	0	(400,000)
Transfers In	145,663,801	149,120,970	124,965,262	(24,155,708)
Fund Balance	106,820,000	127,500,000	188,125,290	60,625,290
General Fund Support	(1,431,354,813)	(1,482,736,712)	(1,621,451,977)	(138,715,265)
Revenue Total	0	0	0	0

CAPITAL PROJECTS

The 2001-2002 Capital Budget, proposed by the Mayor and approved by the Capital Improvements Advisory Committee, is supported by multiple funding sources, including the General Fund, dedicated funds, bond proceeds, and state and federal revenue sources. Specific projects are detailed both in this section and under those departments that will receive funding from the capital budget.

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2001-2002
Department : ADM ADMINISTRATIVE SERVICES			
CCA601-01	CITY ARCHITECT PROJECTS	GF-CONTINUING PROJECTS	500,000
FCA402	DISABLED ACCESS - CITYWIDE	GF-CONTINUING PROJECTS	2,800,000
FCA402	DISABLED ACCESS - CITYWIDE	EARTHQUAKE SAFETY IMPVTS-LOCAL MATCH	2,000,000
PRE30N	30 VAN NESS ACQUISITION	30 VAN NESS BUILDING	33,735,000
Department : ADM Subtotal			39,035,000
Department : AGW ADMIN SVCS - CONSUMER ASSURANCE			
CAW001	FARMER'S MARKET RESTROOM RENOVATION	GF-CONTINUING PROJECTS	115,000
Department : AGW Subtotal			115,000
Department : AIR AIRPORT COMMISSION			
CACN40-10	UTILITY INFRASTRUCTURE PROGRAM	SFIA-CAPITAL PROJECTS-OPERATING FUND	1,750,000
CACN43-25	DEPARTURE HALL RESTROOMS	SFIA-CAPITAL PROJECTS-OPERATING FUND	955,000
CACN44-25	STOP ELEVATORS/ESCALATORS @ INTL TERM	SFIA-CAPITAL PROJECTS-OPERATING FUND	1,995,000
CACO06-01	PASSENGER FACILITY FEE PROJECT	PASSENGER FACILITY CHARGES	60,000,000
FAC200-99	AIRFIELD FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	493,000
FAC300-99	TERMINAL FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	986,000
FAC400-99	GROUNDSDIDE FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	406,000
FAC450-99	UTILITIES FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	609,000
FAC500-99	SUPPORT FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	406,000
Department : AIR Subtotal			67,600,000
Department : ANC ADMIN SVCS - ANIMAL CARE & CONTROL			
FAN001	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	10,000
Department : ANC Subtotal			10,000
Department : ART ART COMMISSION			
FAR211	MONUMENT MAINTENANCE	GF-ANNUAL PROJECT	163,000
FAR322	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	147,000
Department : ART Subtotal			310,000
Department : CFM ADMIN SVCS - CONVENTION FACILITIES MGMT			
CCF105	MOSCONE EXPANSION PROJECT PHASE 2	MOSCONE CONVENTION CTR EXPANSION	28,656,424
CCF700-01	ROOF CAULKING & SEALING	1994 CITY HALL IMPVT-S1996A	300,000
CCF701-01	UPGRADE EMERG ELECTRICAL CIRCUITS	GF-CONTINUING PROJECTS	400,000
CCF701-01	UPGRADE EMERG ELECTRICAL CIRCUITS	1994 CITY HALL IMPVT-S1996A	100,000
FCA200-99	CITY HALL FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	100,000
Department : CFM Subtotal			29,556,424
Department : CRT TRIAL COURTS			
FMC494	SUPERIOR COURT MAINTENANCE	GF-ANNUAL PROJECT	56,000
Department : CRT Subtotal			56,000

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2001-2002
Department : CWP CLEAN WATER			
CENMSC-NP0100	NORTH POINT PLANT 150MGD UPGRADE	1991 CWP SEWER REVENUE BOND FUND	1,000,000
CENMSC-SP0300	SOUTH OF MARKET FLOOD CONTROL	1991 CWP SEWER REVENUE BOND FUND	2,500,000
CENMSC-TP0600	SEP SOLIDS HANDLING IMPROVEMENTS	1991 CWP SEWER REVENUE BOND FUND	15,000,000
CENMSC-TP0700	PRIMARY SEDIMENTATION ODOR CONTROL	1991 CWP SEWER REVENUE BOND FUND	1,500,000
CENRNR-RA05	REPAIR & REPLACEMENT	CWP-CAPITAL PROJECTS-REPAIR & REPLACE	10,000,000
CENSR4-RV0200	COLLECTION SYSTEM IMPROVEMENTS	CWP-CAPITAL PROJECTS-REPAIR & REPLACE	3,150,000
CUW224-01	PROGRAM MANAGEMENT	CWP-CONTINUING PROJ-OPERATING FD	1,500,000
Department : CWP Subtotal			34,650,000
Department : DPT MUNICIPAL TRANSPORTATION AGENCY			
FPT201-012A	TRACK/ROADBED REPAIRS/RESTORATION	MUNI-CONTINUING PROJ-OPERATING FD	150,000
FPT210-012A	FACILITIES MAINTENANCE	MUNI-CONTINUING PROJ-OPERATING FD	250,000
Department : DPT Subtotal			400,000
Department : DPW DEPARTMENT OF PUBLIC WORKS			
CAT525-GGMP00	525 GOLDEN GATE MASTER PROJECT REVENUE	GF-CONTINUING PROJECTS	9,909,541
CAT0FA-MB02AL	MISSION BAY: PUBLIC FACILITIES PLAN	GF-CONTINUING PROJECTS	100,000
CENTRN-MK4599	UN PLAZA IMPROVEMENTS	GF-CONTINUING PROJECTS	350,000
CENTRN-OS0299	OCEAN BEACH SAND REPAIR	GF-CONTINUING PROJECTS	870,000
CENTRN-PD08AL	DOWNTOWN PEDESTRIAN SIGNAGE	GF-CONTINUING PROJECTS	87,000
CENTRN-SRF9AL	OCTAVIA BOULEVARD	STREET IMPVT. PROJECTS-LOCAL FUND	4,968,000
CENTRN-SRG2AL	TARAVAL ST PAVEMENT RENOVATION	ROAD FUND	2,295,000
CENTRN-SRM2AL	JOOST AVE PAVEMNT RENOVATION	ROAD FUND	810,000
CPW800-99	CAPITAL PLANNING	GF-ANNUAL PROJECT	200,000
CSMTRN-SW0299	SIDEWALK REPAIR	GF-CONTINUING PROJECTS	220,000
FAT0FA-OF0101	CAPITAL AND FACILITY PLANNING	GF-ANNUAL PROJECT	350,000
FBRBLD-OB1301	MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	600,000
GCMOFA-LA00	CITYWIDE ASBESTOS & LEAD ABATEMENT	GF-CONTINUING PROJECTS	400,000
GCMOFA-RB0000	1660 MISSION ROOF/BOILER REPLACEMENT	GF-CONTINUING PROJECTS	470,000
GENTRN-SD0101	STORM DAMAGE REPAIR & PREVENTION	GF-CONTINUING PROJECTS	200,000
GSRTRN-PR0101	DPW-SSR-POTHOLE REPAIR	GF-CONTINUING PROJECTS	550,000
Department : DPW Subtotal			22,379,541
Department : DSS HUMAN SERVICES			
CSS002	MULTI-SERVICE CENTER NORTH	GF-CONTINUING PROJECTS	200,000
CSS003	MULTI-SERVICE CENTER SOUTH	GF-CONTINUING PROJECTS	61,543
FSS001	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	316,500
Department : DSS Subtotal			578,043
Department : FAM FINE ARTS MUSEUM			
FFA214	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	50,000
Department : FAM Subtotal			50,000

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2001-2002
Department : FIR FIRE DEPARTMENT			
CFC902	WATER SUPPLY MAINTENANCE	GF-ANNUAL PROJECT	1,784,816
FFC293	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	400,000
Department : FIR Subtotal			2,184,816
Department : HCN COMMUNITY HEALTH NETWORK			
CHCPC-88	POTRERO HILL HEALTH CTR EXTERIOR RENOV.	GF-CONTINUING PROJECTS	259,000
CHCPC-89	SOUTHEAST HEALTH CTR FEASIBILITY/DESIGN	GF-CONTINUING PROJECTS	450,000
CHCPC-90	SUNSET MENTAL HEALTH CLINIC	GF-CONTINUING PROJECTS	800,000
CHCPC-91	CHINATOWN HEALTH CENTER	GF-CONTINUING PROJECTS	750,000
CHCPC-92	OCEAN PARK HEALTH CENTER	GF-CONTINUING PROJECTS	338,900
CHCPC-93	CASTRO MISSION RENOVATIONS	GF-CONTINUING PROJECTS	660,100
CHCPC-94	NORTH OF MARKET EXPANSION	GF-CONTINUING PROJECTS	630,000
CHCPC-95	PRIMARY CARE SIGNAGE	GF-CONTINUING PROJECTS	200,000
CHCPC-96	\$100,000 SILVER AVE. ADD'L EXAM ROOMS.	GF-CONTINUING PROJECTS	437,000
CHCPC-99	MAXINE HALL HEALTH CENTER RENOVATIONS	GF-CONTINUING PROJECTS	475,000
CHG222-99	JCAHO LIFESAFETY CORRECTIONS	SFGH-CONTINUING PROJ-OPERATING FD	650,000
CHGDYS-99	DIALYSIS CONSOLIDATION/CLOSE OBSERVATION	SFGH-CONTINUING PROJ-OPERATING FD	75,000
CHGEQS-99	DPH SEISMIC SAFETY PLANNING	EARTHQUAKE SAFETY IMPVTS-LOCAL MATCH	1,000,000
CHGPSY-97	CODE MANDATED SECLUSION ROOM CAMERAS	SFGH-CONTINUING PROJ-OPERATING FD	52,000
CHGPSY-98	WARD 6B PSYCH PATIENT AREA FUNCTION UPD	SFGH-CONTINUING PROJ-OPERATING FD	80,000
CHGWD5-99	WARD 5D NURSING STATION ERGO RECONSTRUCT	SFGH-CONTINUING PROJ-OPERATING FD	60,000
CHL812	SB1953-2002 CORRECTIONS	EARTHQUAKE SAFETY IMPVTS-LOCAL MATCH	100,000
CHLSNF-SNUN88	SKILLED NURSING FACILITY - REVENUES	LHH-CAPITAL PROJECTS-LOCAL FUND	28,546,297
FHC200-01	FACILITIES MAINTENANCE-HEALTH CENTERS	GF-ANNUAL PROJECT	275,000
FHG200-01	FACILITIES MAINTENANCE	SFGH-OPERATING-ANNUAL PROJECTS	1,212,000
FHL350	FACILITIES MAINTENANCE	LHH-OPERATING-ANNUAL PROJECTS	900,000
Department : HCN Subtotal			37,950,297

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2001-2002
Department : HHP HETCH HETCHY			
CUH703-01	PRIEST RESERVOIR DIVERSION CHANNEL	HETCHY CONTINUING PROJ-OPERATING FD	7,850,000
CUH762-01	SAN JOAQUIN PIPELINE REPAIRS	HETCHY CONTINUING PROJ-OPERATING FD	3,000,000
CUH804-01	HETCH-HETCHY ROADS REBUILDING	HETCHY CONTINUING PROJ-OPERATING FD	300,000
CUH851-01	TURBINE GEN-RENOVATE/REPLACE	HETCHY CONTINUING PROJ-OPERATING FD	1,450,000
CUH891-01	TELEMETERING OF MUNICIPAL LOAD	HETCHY CONTINUING PROJ-OPERATING FD	200,000
CUH892-01	ADJUSTABLE WEIR-CHERRY DAM	HETCHY CONTINUING PROJ-OPERATING FD	1,500,000
CUH923-01	HH DOMESTIC WATER SYSTEM	HETCHY CONTINUING PROJ-OPERATING FD	1,330,000
CUH934-01	SOUTH FORK BRIDGE & ROAD REPAIR	HETCHY CONTINUING PROJ-OPERATING FD	370,000
CUH936-01	ELECTRIC DISTRIBUTION SYSTEM	HETCHY CONTINUING PROJ-OPERATING FD	1,000,000
CUH944-01	ELECTRIC TRANS SYS (3RD ST/OTHERS)	HETCHY CONTINUING PROJ-OPERATING FD	4,000,000
CUH945-01	SJ PIPELINE #4 ADDITION,CROSSOVER,TSTST	HETCHY CONTINUING PROJ-OPERATING FD	500,000
CUH946-01	FAC MAINTENANCE-SUPPORT STRUCTURES	HETCHY CONTINUING PROJ-OPERATING FD	455,000
CUH947-01	MAYOR'S ENERGY CONSERVATION CAPITAL ACCT	HETCHY CONTINUING PROJ-OPERATING FD	15,000,000
CUW224-02	SAN FRANCISCO WATER ALLIANCE	HETCHY CONTINUING PROJ-OPERATING FD	1,200,000
Department : HHP Subtotal			38,155,000
Department : HPH PUBLIC HEALTH			
GHC315	FACILITIES MAINTENANCE - GROVE STREET	GF-ANNUAL PROJECT	60,000
PHM313	FACILITIES MAINTENANCE - MH CLINICS	GF-ANNUAL PROJECT	60,000
Department : HPH Subtotal			120,000
Department : JUV JUVENILE PROBATION			
CJVBLD-JH2199	JUVENILE HALL REPLACEMENT	GF-CONTINUING PROJECTS	7,000,000
FJV267	FACILITIES MAINTENANCE - HIDDEN VALLEY	GF-ANNUAL PROJECT	20,000
FJV311	FAC MAINTENANCE - YOUTH GUIDANCE	GF-ANNUAL PROJECT	250,000
FJV312	FAC MAINTENANCE - LOG CABIN RANCH	GF-ANNUAL PROJECT	60,000
Department : JUV Subtotal			7,330,000

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2001-2002
Department : LIB PUBLIC LIBRARY			
CLBB01-01	REPLACE BRANCH LIBRARY PHONE SYSTEM	LIBRARY FUND - CONTINUING PROJECTS	643,439
CLBBL2-BU	BRANCH LIBRARY IMPROVEMENTS-BUDGET	2001 PUBLIC LIBRARY-1ST SERIES-2001E	17,854,903
CLBBL2-BU	BRANCH LIBRARY IMPROVEMENTS-BUDGET	1989 EQ SAFETY IMPVT-6TH SERIES-1996B	39,137
CLBBL2-BU	BRANCH LIBRARY IMPROVEMENTS-BUDGET	1989 EARTHQUAKE SAFETY IMPVT-5TH SERIE	46,159
CLBBL2-BU	BRANCH LIBRARY IMPROVEMENTS-BUDGET	1989 EARTHQUAKE SAFETY IMPVT-4TH SERIE	71,450
CLBBL2-BU	BRANCH LIBRARY IMPROVEMENTS-BUDGET	1989 EARTHQUAKE SAFETY IMPVT-3RD SERIE	240
CLBBL2-BU	BRANCH LIBRARY IMPROVEMENTS-BUDGET	1989 EARTHQUAKE SAFETY IMPVT-2ND SERIE	845
CLBBL2-BU	BRANCH LIBRARY IMPROVEMENTS-BUDGET	1989 PUBLIC SAFETY IMPROVEMENT PRJ	67,972
CLBBL2-BU	BRANCH LIBRARY IMPROVEMENTS-BUDGET	EARTHQUAKE SAFETY IMPVTS-LOCAL MATCH	2,174,197
CLBPL8-ML1400	05 611 104 00	LIBRARY CAPITAL IMPVTS-LOCAL FUND	168,528
CLBPL8-MLPO06	1ST FLOOR BORROWER SERVICES	LIBRARY CAPITAL IMPVTS-LOCAL FUND	310,966
CLBPL8-MLPO06	1ST FLOOR BORROWER SERVICES	1988 PUBLIC LIBRARY IMPVT FUND	1,511,534
CLBPL8-MLPO07	2N FLOOR BRIDEGWAY	LIBRARY CAPITAL IMPVTS-LOCAL FUND	810,000
CLBPL8-MLPO08	SIGNAGE SYSTEM FABRICATION	LIBRARY CAPITAL IMPVTS-LOCAL FUND	350,000
FLB510	FACILITIES MAINTENANCE	LIBRARY SPEC REV FD-ANNUAL PROJECTS	240,000
Department : LIB Subtotal			24,289,370
Department : MYR MAYOR			
CCF170	LOW INCOME HOUSING	CONV FAC FD-CONTINUING PROJECTS	5,967,397
Department : MYR Subtotal			5,967,397
Department : POL POLICE			
IPC236-01	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	110,000
Department : POL Subtotal			110,000

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2001-2002
Department : PRT PORT			
CPO625-09	MAINTENANCE DREDGING	PORT-CONTINUING PROJ-OPERATING FD	2,570,000
CPO663-02	DREDGED MATL UPLND REHNDL SITE-FY01/02	PORT-CONTINUING PROJ-OPERATING FD	800,000
CPO667-03	PRE-DEVELOPMENT STUDIES FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	667,600
CPO669-03	HYDE STREET HARBOR-FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	100,000
CPO670-03	DOWNTOWN FERRY TERM. EAST PROMENADE	PORT-CONTINUING PROJ-OPERATING FD	1,200,000
CPO675-06	PIER 80 ADMIN AC REPLACEMENT	PORT-CONTINUING PROJ-OPERATING FD	51,850
CPO680-02	PORT ADA TRANSITION PLAN FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	500,000
CPO682-02	PIER 52 ELECTRICAL POLE RELOC FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	200,000
CPO687-02	ILLINOIS ST. BRIDGE FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	6,200,000
CPO688-02	CHINA BASIN PK SHORELN STABL FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	170,000
CPO696-03	PIER 1 - FF&E FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	922,600
CPO706-02	PIER 9 WATER MAIN FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	215,000
CPO709-02	PIER 26 WATER MAIN REPL FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	181,650
CPO713-02	PIER 43 ARCH SUBSTRUCTURE FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	200,000
CPO717-02	PIER 45C DEVELOPMENT DESIGN FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	4,117,692
CPO724-01	JONES TO HYDE ST SIDEWALK	PORT-CONTINUING PROJ-OPERATING FD	250,000
CPO725-01	IS EQUIPMENT	PORT-CONTINUING PROJ-OPERATING FD	1,535,000
CPO727-02	MATERIAL TESTING FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	308,000
CPO729-02	CONDITIONS SURVEY FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	150,000
CPO730-02	FISHERMAN'S WHARF J-10 FY 01/02	PORT-CONTINUING PROJ-OPERATING FD	763,500
CPO733-01	TAYLOR STREET ROADWAY IMPR	PORT-CONTINUING PROJ-OPERATING FD	212,000
CPO734-01	PIER 1 PORT STORY WALL	PORT-CONTINUING PROJ-OPERATING FD	50,000
CPO735-01	PIER 28 WATER MAIN UPGRADE	PORT-CONTINUING PROJ-OPERATING FD	283,550
CPO736-01	PIER 45 DRAINAGE DESIGN	PORT-CONTINUING PROJ-OPERATING FD	300,000
CPO737-01	CRANE RELOCATION	PORT-CONTINUING PROJ-OPERATING FD	3,700,000
CPO738-01	PIER 94 WELANDS MITIGATION	PORT-CONTINUING PROJ-OPERATING FD	300,000
CPO739-01	FERRY TERMINAL PUBLIC PIER	PORT-CONTINUING PROJ-OPERATING FD	300,000
CPO740-01	PIER 38 APRON REPAIR	PORT-CONTINUING PROJ-OPERATING FD	440,000
CPO741-01	PIER REPAIR	PORT-CONTINUING PROJ-OPERATING FD	3,000,000
CPO742-01	HARBOR OFFICE	PORT-CONTINUING PROJ-OPERATING FD	300,000
CPO743-01	PIER 70 SEISMIC REPAIR	PORT-CONTINUING PROJ-OPERATING FD	150,000
CPO744-01	ROUNDHOUSE HVAC	PORT-CONTINUING PROJ-OPERATING FD	121,000
CPO745-01	PIER 45 SPRINKLER DESIGN	PORT-CONTINUING PROJ-OPERATING FD	100,000
CPO746-01	FISH PREP BLDG RELOCATION	PORT-CONTINUING PROJ-OPERATING FD	400,000
CPO747-01	PIER 48 IMPROVEMENTS	PORT-CONTINUING PROJ-OPERATING FD	1,400,000
GPO228-01	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	52,000
GPO234-01	FACILITY HAZARDOUS MATERIAL REMOVE	PORT-OPERATING-ANNUAL PROJECTS	100,000
GPO236-01	FACILITY IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	50,000
GPO536-01	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	125,000
GPO537-01	FISHERMAN'S WHARF WATER QUALITY MONITORG	PORT-OPERATING-ANNUAL PROJECTS	40,000
GPO538-01	RAIL TRACK MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	200,000
GPO609-01	FISHERMAN'S WHARF ENVIRONMENTAL PROBLEMS	PORT-OPERATING-ANNUAL PROJECTS	50,000
GPO624-01	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	90,000

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2001-2002
GPO632-01	PIER 98 MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	95,900
Department : PRT	Subtotal		32,962,342
Department : PTC	PARKING AND TRAFFIC COMMISSION		
CPK012-01	TRAFFIC MANAGEMENT SYSTEM	GF-CONTINUING PROJECTS	500,412
CPK014-01	CONTINUOUS POWER SUPPLY FOR SIGNALS	GF-CONTINUING PROJECTS	2,004,875
FPK507-01	CONTROL BOX REPLACEMENT	OFF-STREET PARKING-ANNUAL PROJECTS F	120,000
GPK506-01	FACILITIES MAINTENANCE	OFF-STREET PARKING-ANNUAL PROJECTS F	150,000
Department : PTC	Subtotal		2,775,287
Department : REC	RECREATION AND PARK COMMISSION		
CATZOO-MP0199	MASTER PROJECT-ZOO FAC BOND ISSUE	ZOO FACILITES-3RD SERIES-2002	13,524,772
CRPADA-01	ADA COMPLIANCE-BUDGET	GF-CONTINUING PROJECTS	175,000
CRPCLU-01	OS NEIGHBORHOOD CLUBHOUSES-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	450,000
CRPCOF-01	CONSERVATORY OF FLOWERS-BUDGET	EARTHQUAKE SAFETY IMPVTS-FEDERAL GRA	409,175
CRPCOF-01	CONSERVATORY OF FLOWERS-BUDGET	EARTHQUAKE SAFETY IMPVTS-LOCAL MATCH	1,562,262
CRPCOF-01	CONSERVATORY OF FLOWERS-BUDGET	EARTHQUAKE SAFETY IMPVTS-STATE GRANT	28,563
CRPCPM-01	OS CAPITAL PROGRAM MGMT-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	312,000
CRPFRH-01	FIELD REHABILITATION-BUDGET	GF-CONTINUING PROJECTS	500,000
CRPGAR-01	OS COMMUNITY GARDENS-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	150,000
CRPGI2-RP0001	GGP BOND PROGRAM-REQUEST #1	R&P CAPITAL IMPROVEMENTS-LOCAL FUND	3,437,500
CRPHAZ-01	HAZARDOUS MATERIALS MITIGATION-BUDGET	GF-CONTINUING PROJECTS	150,000
CRPNAP-01	OS NATURAL AREAS MGMT PLAN-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	662,889
CRPNPG-01	OS NEIGHBORHOOD PLAYGROUNDS-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	1,620,171
CRPNPS-01	OS NEIGHBORHOOD PARKS & SQUARES-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	415,000
CRPNRC-01	OS NEIGHBORHOOD REC CENTERS-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	650,000
CRPNRP-MP0199	NEIGHBORHOOD REC/PARK FACILITIES	2000 NEIGHBORHOOD REC & PARK-S2002	10,360,000
CRPNRP-MP0199	NEIGHBORHOOD REC/PARK FACILITIES	2000 NEIGHBORHOOD REC & PARK-S2001B	14,060,000
CRPPOL-01	OS COMMUNITY POOLS-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	685,000
CRPREN-01	OS PARK RENOVATIONS-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	429,701
CRPSEC-01	SECURITY AND LIGHTING SYSTEM-BUDGET	GF-CONTINUING PROJECTS	75,000
CRPSIS-01	SIGNAGE & INFORMATION SYSTEM-BUDGET	GF-CONTINUING PROJECTS	200,000
CRPUFO-01	OS URBAN FORESTRY-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	475,000
CRPUSR-01	UNION SQUARE PARK RENOVATION-BUDGET	DOWNTOWN PARK FUND	2,400,000
CRPVOL-01	OS VOLUNTEER PROGRAMS-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	60,000
CRPYHD-01	MYH-DREDGING-BUDGET	R&P-MARINA YACHT HARBOR FUND	300,000
CRPYMP-01	MYH-MASTER PLAN IMPLEMENTATION-BUDGET	R&P-MARINA YACHT HARBOR FUND	100,000
FRPCOM-01	3COM FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	900,000
FRPFEN-01	FENCING FOR PARKS AND SQUARES-BUDGET	GF-ANNUAL PROJECT	50,000
FRPGEN-01	GENERAL FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	500,000
FRPGOL-01	GOLF FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	400,000
FRPMAT-01	MATHER FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	200,000
FRPRSA-01	REPAIR SURFACED AREAS-BUDGET	GF-ANNUAL PROJECT	100,000
FRPYFM-01	MYH-FACILITIES MAINTENANCE-BUDGET	R&P-MARINA YACHT HARBOR FUND	150,000
Department : REC	Subtotal		55,492,033

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2001-2002
Department : SCI ACADEMY OF SCIENCES			
CSC001	EMERG GENERATOR REPL-STEINHART ACQUARIUM	GF-CONTINUING PROJECTS	45,000
FPWZZZ-ZZ01	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	110,000
Department : SCI Subtotal			155,000
Department : SHF SHERIFF			
CSH312	JAIL #2 FIRE CODE UPGRADES	GF-CONTINUING PROJECTS	200,000
FSHFMP	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	350,000
Department : SHF Subtotal			550,000
Department : TIS TELECOMMUNICATIONS & INFORMATION SVCS			
CTI003-01	CITYWIDE PHONE SWITCH PROGRAM	GF-CONTINUING PROJECTS	1,000,000
CTI005-01	TRAILER REPLACEMENT	GF-CONTINUING PROJECTS	310,000
FEL001	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	37,000
Department : TIS Subtotal			1,347,000
Department : WAR WAR MEMORIAL			
CWM606-99	DAVIES HALL-FIRE ALARM/HVAC UPGRADE PH3	WAR MEMORIAL-CONTINUING PROJECTS	250,000
CWM647-99	OPERA HOUSE POST-ESP2 MODIFICATIONS	WAR MEMORIAL-CONTINUING PROJECTS	125,000
CWM651-01	DAVIES: REPL COOLING TOWERS-PH 1 STUDY	WAR MEMORIAL-CONTINUING PROJECTS	250,000
CWM657-01	OPERA HOUSE: ELECTRIC POWER MGNT	WAR MEMORIAL-CONTINUING PROJECTS	100,000
CWM658-01	OPERA HOUSE: FIRE ALARM SYSTEM UPGRADE	WAR MEMORIAL-CONTINUING PROJECTS	200,000
CWM659-01	OPERA HOUSE: FIRE SPRINKLER SYS UPGRADE	WAR MEMORIAL-CONTINUING PROJECTS	200,000
CWM660-01	ZELLERBACH REH. HALL: FIRE ALARM SY UPGR	WAR MEMORIAL-CONTINUING PROJECTS	75,000
CWM661-01	HERBST THEATRE: REPLACE CARPET	WAR MEMORIAL-CONTINUING PROJECTS	150,000
GWM523-M1	MISC FAC MAINT PROJECTS	WAR MEMORIAL-ANNUAL PROJECTS	450,000
Department : WAR Subtotal			1,800,000

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2001-2002
Department : WTR WATER DEPARTMENT			
CUW900-01	SUBURBAN BUILDING IMPROVEMENTS	COMMERCIAL PAPER 1997 PROP B	400,000
CUW900-01	SUBURBAN BUILDING IMPROVEMENTS	COMMERCIAL PAPER 1997 PROP A	1,000,000
CUW901-01	CITY BUILDING IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	875,000
CUW902-01	SUBURBAN DAM IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	2,760,000
CUW903-01	SUBURBAN OTHER FACILITIES IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	20,700,000
CUW904-01	CITY OTHER FACILITIES IMPROVEMENTS	COMMERCIAL PAPER 1997 PROP B	4,042,850
CUW904-01	CITY OTHER FACILITIES IMPROVEMENTS	COMMERCIAL PAPER 1997 PROP A	4,405,150
CUW904-01	CITY OTHER FACILITIES IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	3,000,000
CUW905-01	SUBURBAN PIPELINE IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	19,519,450
CUW905-01	SUBURBAN PIPELINE IMPROVEMENTS	COMMERCIAL PAPER 1997 PROP A	2,000,000
CUW906-01	CITY PIPELINE IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	38,500,000
CUW906-01	CITY PIPELINE IMPROVEMENTS	COMMERCIAL PAPER 1997 PROP A	7,500,000
CUW906-01	CITY PIPELINE IMPROVEMENTS	1996 WATER REVENUE REF BOND SERIES A	2,000,000
CUW907-01	SUBURBAN PUMP STATION IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	8,100,000
CUW908-01	CITY PUMP STATION IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	7,800,000
CUW909-01	CITY RESERVOIR IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	18,700,000
CUW909-01	CITY RESERVOIR IMPROVEMENTS	COMMERCIAL PAPER 1997 PROP A	10,000,000
CUW909-01	CITY RESERVOIR IMPROVEMENTS	COMMERCIAL PAPER 1997 PROP B	8,200,000
CUW910-01	SUBURBAN TREATMENT FACILITIES IMPROVEMNT	SFWD-CONTINUING PROJ-OPERATING FD	24,077,000
CUW910-01	SUBURBAN TREATMENT FACILITIES IMPROVEMNT	COMMERCIAL PAPER 1997 PROP B	40,088,000
Department : WTR Subtotal			223,667,450
Capital Project Total			629,596,000



